

Perceptions of Transformational Leadership and Levels of Employee Engagement among Junior- and Mid-Level Employees in Selected IT Firms

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Abstract

The rapidly changing Information Technology (IT) sector has increased the importance of leadership practices that can sustain employee motivation, learning, and engagement. This study examines perceived transformational leadership and employee engagement among employees of selected IT and IT-enabled services organizations in Coimbatore District, Tamil Nadu, India, with particular attention to differences across organizational job levels. A quantitative, descriptive, cross-sectional survey design was used, producing 379 valid responses distributed across entry-level, mid-level, and specialized-level roles. Transformational leadership was operationalized through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration, while employee engagement was represented through vigor, dedication, and absorption. Descriptive statistics, one-way analysis of variance (ANOVA), and Pearson correlation were used. The reported mean for transformational leadership was 3.5008 (SD = 0.54965), and employee engagement had a mean of 3.5125 (SD = 0.58623), indicating moderately high levels on the five-point response scale. Job level did not significantly differentiate transformational leadership, $F(2,376) = 0.164$, $p = .848$, or employee engagement, $F(2,376) = 0.500$, $p = .607$. The corresponding eta-squared values, calculated from the reported ANOVA statistics, are approximately 0.001 and 0.003, respectively, indicating negligible between-group variance. Transformational leadership and employee engagement were strongly and positively associated, $r = .730$, $p < .001$. Based on the reported correlation, the coefficient of determination is approximately $R^2 = .533$, while the Fisher-transformed 95% confidence interval for r is approximately $[\.679, \.774]$. These derived statistics strengthen interpretation without changing the original empirical evidence. The findings suggest that leadership and engagement are broadly experienced across job levels and that transformational leadership is closely associated with engagement in the studied IT context. Managerially, the results support organization-wide leadership development, with particular attention to strengthening inspirational motivation while preserving intellectual stimulation and individualized consideration.

Keywords: Transformational Leadership; Employee Engagement; IT Employees; Junior-Level Employees; Mid-Level Employees; Vigor; Dedication; Absorption; Coimbatore; Information Technology Sector.

1. Introduction

The Information Technology (IT) sector is a knowledge-intensive environment characterized by rapid technological change, continuous innovation, project-based work, and strong competition for skilled employees. IT professionals are expected to adapt to new technologies, solve complex problems, collaborate across teams, and learn continuously. In this context, leadership behaviour and employee engagement are important organizational factors because technical capability alone does not guarantee sustained motivation or effective contribution.

Transformational leadership is especially relevant to such environments because it emphasizes vision, inspiration, intellectual stimulation, and individualized support. Burns introduced the transformational perspective by distinguishing it from transactional exchanges, while Bass developed it into a multidimensional leadership framework [8,6]. Bass and Avolio identified four major dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration [7]. Subsequent research has supported the relevance of transformational leadership for employee attitudes and work outcomes [2–4,13].

Employee engagement represents another central construct. Kahn conceptualized personal engagement to the extent to which individuals bring their physical, cognitive, and emotional selves into role performance [14]. Schaufeli et al. later defined work engagement through vigor, dedication, and absorption [25]. The UWES framework has subsequently been widely applied, including its shortened form [24]. Engagement therefore extends beyond job satisfaction and captures employees' energy, involvement, enthusiasm, and concentration at work.

The relationship between leadership and engagement can be explained through the Job Demands–Resources perspective. Job resources such as supervisory support, feedback, autonomy, and developmental opportunities can stimulate motivation and engagement [5]. Transformational leaders can provide these resources by communicating meaningful goals, encouraging new ideas, recognizing contributions, and supporting employee development. Social-exchange reasoning similarly suggests that employees who receive support, trust, recognition, and developmental opportunities may reciprocate with more positive work attitudes and greater involvement [23].

Empirical evidence increasingly links transformational leadership with employee engagement. Recent studies report positive relationships between transformational leadership and engagement in different organizational settings [1,4,10,12,15,16]. Evidence from the Indian IT sector is particularly relevant. Subramani et al. reported a positive association between transformational leadership and work engagement among IT professionals in Chennai and linked engagement with innovative work behaviour [26]. Gawali et al. also found positive effects of transformational leadership on work engagement and employee performance in Indian IT companies [11].

An unresolved issue is whether leadership perceptions and engagement differ by organizational job level. Junior-level employees may depend more strongly on supervisors for guidance, feedback, recognition, and development, whereas mid-level employees may have greater autonomy and decision-making responsibility. Such differences could lead to different perceptions of leadership and different engagement levels. However, this assumption requires empirical examination rather than being treated as self-evident. The present study addresses this issue in selected IT firms in Coimbatore District, Tamil Nadu, an emerging Tier-II IT location. The study uses 379 valid responses and focuses on two constructs: perceived transformational leadership and employee engagement. Transformational leadership is represented by idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration,

while engagement is represented by vigor, dedication, and absorption. The study measures the levels of these constructs and examines whether they differ across job levels.

The descriptive results show moderately high transformational leadership ($M = 3.5008$, $SD = 0.54965$) and employee engagement ($M = 3.5125$, $SD = 0.58623$). More importantly, job level does not significantly differentiate transformational leadership or employee engagement. Transformational leadership yields $F = 0.164$, $p = .848$, while employee engagement yields $F = 0.500$, $p = .607$. The constructs are also strongly and positively associated ($r = .730$, $p < .001$). These findings provide localized evidence on leadership and engagement and challenge the assumption that hierarchical position necessarily produces substantially different employee experiences.

Accordingly, the study contributes by examining leadership and engagement as organization-wide employee experiences within an Indian Tier-II IT context. The findings may help organizations determine whether leadership-development and engagement initiatives should be differentiated by hierarchy or implemented through a common organizational framework with role-specific developmental support.

1.1 Objective of the Study

To measure the levels of employee engagement and transformational leadership perception among mid-level and junior-level employees across selected IT firms.

1.2 Research Questions

RQ1: What is the perceived level of transformational leadership among employees of selected IT/ITES organizations?

RQ2: What is the level of employee engagement among employees of selected IT/ITES organizations?

RQ3: Do transformational leadership perceptions differ significantly across entry-level, mid-level, and specialized-level employees?

RQ4: Does employee engagement differ significantly across entry-level, mid-level, and specialized-level employees?

RQ5: What is the magnitude and direction of the association between transformational leadership and employee engagement?

1.3 Hypotheses

H1: Transformational leadership differs significantly across entry-level, mid-level, and specialized-level employees.

H2: Employee engagement differs significantly across entry-level, mid-level, and specialized-level employees.

H3: Transformational leadership is significantly and positively associated with employee engagement.

2. Review of Literature

2.1 Transformational Leadership

Transformational leadership emerged from a broader interest in how leaders can move followers beyond immediate exchanges toward higher levels of motivation and performance. Burns [8] established the conceptual distinction between transactional and transformational leadership, while Bass [6] developed the theory into a more operational framework. Bass and Avolio [7] subsequently emphasized four dimensions that remain widely used in empirical leadership research: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Idealized influence refers to the leader's role-model characteristics, credibility, values, and ability to generate trust. Inspirational motivation concerns communicating an attractive vision and encouraging collective purpose. Intellectual

stimulation refers to challenging assumptions, promoting creativity, and encouraging employees to consider alternative solutions. Individualized consideration emphasizes attention to individual needs, coaching, development, and support. In technology organizations, the latter two dimensions may be especially relevant because innovation and continuous learning are embedded in daily work. A critical point in applying transformational leadership theory is that employee perceptions matter. Leadership is not simply a set of behaviors performed by managers; it is also an interpreted social experience. Two employees can encounter the same supervisor but form different perceptions because of role requirements, expectations, prior experience, and access to information. The present study therefore focuses on perceived transformational leadership rather than attempting to rate leaders objectively.

2.2 Employee Engagement

Employee engagement has been conceptualized from psychological, behavioral, and organizational perspectives. Kahn [14] emphasized the personal investment of physical, cognitive, and emotional resources in work roles. Schaufeli et al. [25] later operationalized work engagement through vigor, dedication, and absorption, providing a multidimensional approach that is widely used in empirical studies. Christian et al. [9] further demonstrated the relevance of engagement to performance-related outcomes. Vigor represents energy, persistence, and willingness to invest effort. Dedication captures enthusiasm, significance, pride, and a sense that the work is meaningful. Absorption reflects concentration and immersion in the task. These dimensions should not automatically be treated as interchangeable. An employee may be highly absorbed in a technical task while experiencing comparatively lower dedication or energy. The dimension-level results in the present study are therefore important because they show where engagement is relatively stronger or weaker.

2.3 Transformational Leadership and Employee Engagement

IT work is characterized by knowledge intensity, project-based coordination, technological change, and a continuing need for problem solving. Transformational leadership may be particularly relevant because it can connect technical tasks to organizational purpose and create an environment in which employees feel encouraged to experiment and learn. Indian evidence has reported positive links between transformational leadership, engagement, innovative work behavior, and employee performance [11,26]. Other international studies likewise report positive relationships between leadership and engagement [1,4,10,12,15,16]. However, a positive overall relationship does not automatically imply that every organizational group experiences leadership in the same way. Hierarchical level may influence exposure to leaders, autonomy, task complexity, and career expectations. Testing job-level differences therefore adds a useful organizational-structure perspective to the leadership–engagement literature.

2.4 Transformational Leadership in the IT Sector

IT requires innovation, collaboration, continuous learning, and technological adaptability. Transformational leaders can support these requirements through intellectual stimulation, inspirational communication, and individualized consideration. Indian evidence indicates positive links between transformational leadership, engagement, innovative work behaviour, and performance [11,26].

2.5 Employee Engagement in Knowledge-Intensive Work

Engagement is important in IT because work quality depends on sustained cognitive effort, learning, problem solving, and collaboration. Vigor, dedication, and absorption therefore provide a useful multidimensional basis for understanding employee involvement in knowledge-intensive work [9,18,25].

2.6 Transformational Leadership and Employee Engagement Across Job Levels

Organizational position may influence access to information, autonomy, feedback, and development. Jun-

ior employees may depend more on supervisors, whereas mid-level employees may have greater autonomy. It is therefore reasonable to test whether leadership and engagement differ across job levels rather than assuming that they do.

2.7 Empirical Evidence from the Present Study

For 379 respondents, transformational leadership had a mean of 3.5008 (SD = 0.54965) and employee engagement had a mean of 3.5125 (SD = 0.58623). Both were above the midpoint of the five-point scale. The correlation between transformational leadership and employee engagement was strong and positive ($r = .730$, $p < .001$).

2.8 Research Gap

Literature provides strong conceptual and empirical support for a positive association between transformational leadership and employee engagement. Nevertheless, fewer studies focus on whether these constructs differ across organizational job levels within a Tier-II Indian IT context. The present study addresses this localized gap by comparing entry-level, mid-level, and specialized-level employees and by examining whether the observed group differences are statistically and practically meaningful.

2.9 Conceptual Framework

The framework links transformational leadership—idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration—to employee engagement—vigor, dedication, and absorption. Job level (entry/junior, mid-level, and specialized) is examined as the grouping variable. The framework is grounded in transformational leadership theory [6,7] and the engagement model of Schaufeli et al. [25].

2.10 Research Objective

To measure the levels of employee engagement and transformational leadership perception among mid-level and junior-level employees across selected IT firms.

3. Methodology

3.1 Research Design

A quantitative, descriptive, cross-sectional survey design was used. The design is appropriate for estimating perceived construct levels and testing group differences and associations at a defined point in time. No experimental manipulation was introduced. Accordingly, the findings describe patterns of perception and association rather than causal effects.

3.2 Study Area and Population

The study was conducted among employees of selected IT and ITES organizations in Coimbatore District, Tamil Nadu, India. The broader job-level classification comprised entry-level, mid-level, and specialized-level employees, with particular attention to junior/entry-level and mid-level employees. The setting is relevant because technology-oriented work requires continuous learning, innovation, collaboration, and adaptation.

3.3 Sampling Technique

Stratified random sampling was reported, with organizational hierarchy used as the stratification variable. The three strata were entry-level, mid-level, and specialized-level employees. Proportional allocation was used to support representation across job levels. The resulting distribution was 132 entry-level respondents, 117 mid-level respondents, and 130 specialized-level respondents.

3.4 Sample Size

The sample size was determined using the Krejcie and Morgan sample-size reference for an estimated

population of approximately 30,000 IT employees. The required and obtained valid sample was 379 responses. The final distribution is sufficiently balanced to support the reported one-way ANOVA comparisons.

Job level	n	Percentage
Entry-level role	132	34.83%
Mid-level role	117	30.87%
Specialized role	130	34.30%
Total	379	100.00%

3.5 Research Instrument and Measurement

Primary data were collected using a structured questionnaire administered through Google Forms and face-to-face distribution. The retained instrument contained demographic/organizational information and multi-item measures of transformational leadership and employee engagement. Retention-related items from the broader study were excluded from the present article.

Transformational leadership items were adapted from the Multifactor Leadership Questionnaire framework [7]. Four dimensions were retained: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Employee engagement was measured using the Utrecht Work Engagement Scale framework [25], comprising vigor, dedication, and absorption. Responses were recorded on a five-point Likert-type scale, with higher scores indicating stronger levels of the measured construct.

3.6 Measurement of Transformational Leadership

Transformational leadership was measured using items adapted from the Multifactor Leadership Questionnaire framework [7]. Four dimensions were retained: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Responses used a five-point Likert-type scale, with higher scores indicating stronger perceived transformational leadership.

3.7 Measurement of Employee Engagement

Employee engagement was measured using the Utrecht Work Engagement Scale framework [25], comprising vigor, dedication, and absorption. Composite scores were used to describe overall engagement.

3.8 Questionnaire Structure

The questionnaire included demographic and organizational information and multi-item Likert-type measures of transformational leadership and employee engagement. Demographic variables included gender, age, education, job level, experience, employment status, and organizational tenure.

3.9 Pilot Study and Reliability

A pilot study was conducted to assess clarity, consistency, and suitability. Internal consistency was assessed using Cronbach's alpha, with 0.70 treated as the conventional minimum threshold [21]. Expert review was used to assess face and content validity, after which the questionnaire was refined. The thesis reports acceptable-to-good reliability across the broader measurement system; construct-specific coefficients are not reproduced here because the article source does not provide a complete construct-level table.

3.10 Data Collection Procedure

Main data collection began in September 2024. Responses were obtained from 379 IT employees through online and face-to-face administration. Participation was voluntary and confidential, and completed quest-

ionnaires were screened for completeness and consistency.

3.11 Variables and Operationalization

Transformational leadership was operationalized through idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Employee engagement was operationalized through vigor, dedication, and absorption. All were assessed using Likert-type responses.

3.12 Statistical Techniques

Frequency and percentage were used to describe the sample. Means and standard deviations were used to summarize the principal constructs and their dimensions. One-way ANOVA was used to test whether transformational leadership and employee engagement differed across the three job-level groups. Pearson's product-moment correlation was used to estimate the association between transformational leadership and employee engagement. Statistical significance was evaluated at $\alpha = .05$. To strengthen the interpretation, the extended manuscript also reports effect-size information derived from the statistics already supplied in the source article. For one-way ANOVA, eta squared was calculated as $\eta^2 = (F \times \text{difference between}) / (F \times \text{difference between} + \text{difference within})$, using difference between = 2 and difference within = 376 for three groups and $N = 379$. For the reported Pearson correlation, the coefficient of determination was calculated as $R^2 = r^2$. A 95% confidence interval for r was estimated using Fisher's z transformation. These are mathematical transformations of the reported statistics, not new analyses of respondent-level data. For the reported $r = .730$ with $N = 379$, the derived R^2 is approximately .533, meaning that approximately 53.3% of the variance in one composite construct is linearly shared with the other in this sample. This should not be described as causal explanatory power. Likewise, the corresponding Fisher-transformed 95% confidence interval for r is approximately .679 to .774. These estimates provide a precision-oriented interpretation of the association.

3.13 Level Classification

Overall mean scores were 3.5008 for transformational leadership and 3.5125 for employee engagement on the five-point scale. The study interprets these as moderately high levels, consistent with the classification reported in the source article.

3.14 Ethical Considerations

Participation was voluntary and confidential. Responses were handled for research purposes and screened before analysis. The manuscript does not report personally identifying information. Formal ethics committee details, if applicable to the host institution, should be inserted before journal submission because the supplied article does not provide an approval number or committee name.

3.15 Methodological Limitations

The study is geographically limited to Coimbatore District, uses self-reported cross-sectional data, and focuses on selected IT organizations. These conditions limit generalization to other locations, sectors, or time periods. Because the data are cross-sectional, the observed relationship between transformational leadership and engagement should be interpreted as an association rather than a causal effect.

Table 1. Sample Profile by Job Level

Job Level	Frequency	Percentage
Entry-Level Role	132	34.83%
Mid-Level Role	117	30.87%
Specialized Role	130	34.30%
Total	379	100.00%

Source: Primary data from the study.

Table 2. Measurement Dimensions

Construct	Dimensions	Instrument
Transformational Leadership	Idealized Influence; Inspirational Motivation; Intellectual Stimulation; Individualized Consideration	MLQ framework
Employee Engagement	Vigor; Dedication; Absorption	UWES framework

Source: Adapted from the measurement frameworks documented in the study.

4. Results and Discussion

4.1 Respondent Profile

The final dataset comprised 379 valid responses: 132 entry-level (34.83%), 117 mid-level (30.87%), and 130 specialized-level (34.30%) employees. The distribution is sufficiently balanced for job-level comparison.

Table 3. Overall Levels of Transformational Leadership and Employee Engagement

Construct / Dimension	Mean	SD	Level
Idealized Influence	3.45	0.62	High
Inspirational Motivation	3.39	0.67	Moderate
Intellectual Stimulation	3.58	0.68	High
Individualized Consideration	3.58	0.70	High
Overall Transformational Leadership	3.50	0.55	High
Vigor	3.48	0.72	High
Dedication	3.46	0.73	High
Absorption	3.60	0.66	High
Overall Employee Engagement	3.51	0.59	High

Source: Primary data from the study.

Transformational leadership was perceived positively overall ($M = 3.50$, $SD = 0.55$), with intellectual stimulation and individualized consideration recording the highest dimension means (3.58). Inspirational motivation was comparatively lower ($M = 3.39$). Employee engagement was also positive ($M = 3.51$, $SD = 0.59$), with absorption highest ($M = 3.60$), followed by vigor ($M = 3.48$) and dedication ($M = 3.46$).

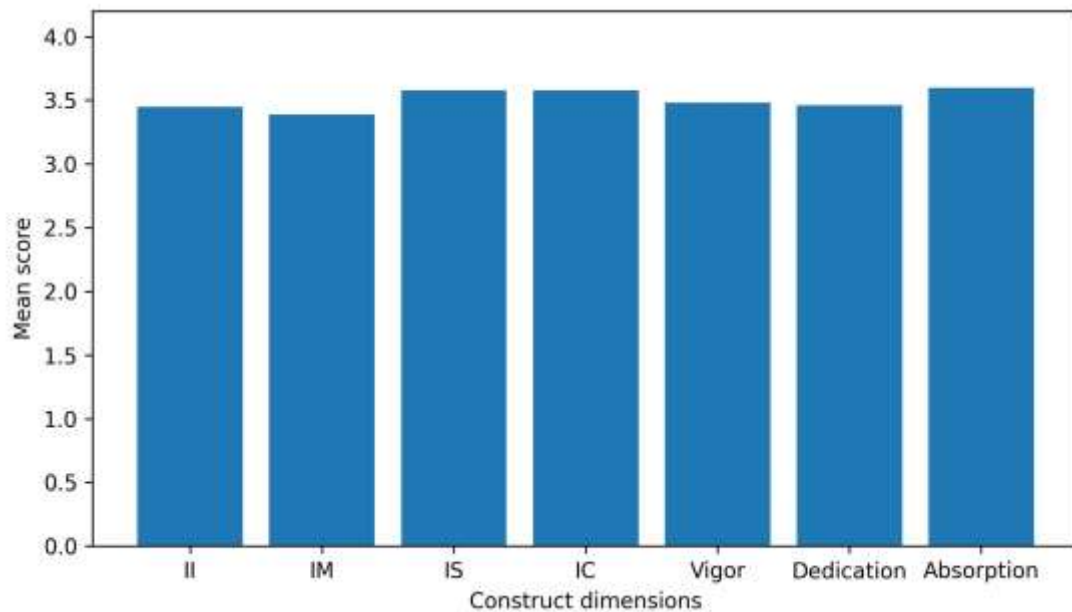


Figure 1. Mean scores of transformational leadership and employee engagement dimensions.

Table 4. Comparison by Job Level

Construct	Entry-Level M	Mid-Level M	Specialized M	F	p
Transformational Leadership	3.52	3.50	3.48	0.164	.848
Employee Engagement	3.55	3.51	3.48	0.500	.607

Source: Primary data from the study.

The ANOVA results show no statistically significant differences across job levels for transformational leadership ($F = 0.164$, $p = .848$) or employee engagement ($F = 0.500$, $p = .607$). The entry-to-mid-level differences are only 0.02 points for transformational leadership and 0.04 points for engagement on a five-point scale, indicating negligible practical differences.

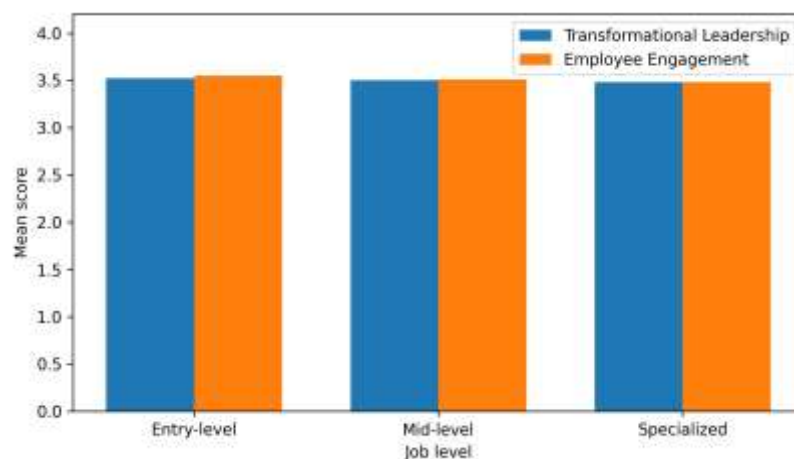


Figure 2. Comparison of transformational leadership and employee engagement by job level.

Table 5. Relationship Between Transformational Leadership and Employee Engagement

Variables	Transformational Leadership	Employee Engagement
Transformational Leadership	1.000	.730**
Employee Engagement	.730**	1.000

Note: ** $p < .01$; $N = 379$. Source: Primary data from the study.

Pearson correlation showed a strong positive association between transformational leadership and employee engagement ($r = .730$, $p < .001$, $N = 379$). Employees reporting stronger transformational leadership perceptions also tended to report higher engagement. Because the study is cross-sectional, this result should be interpreted as an association rather than evidence of causality.

5. Discussion of Findings

The findings indicate that transformational leadership and employee engagement are both relatively strong in the participating IT workforce. Intellectual stimulation and individualized consideration appear to be leadership strengths, which is consistent with the problem-solving and developmental requirements of IT work. The comparatively lower inspirational-motivation score suggests a specific opportunity to strengthen leaders' communication of vision and shared purpose.

Absorption is the strongest engagement dimension, indicating substantial concentration and immersion in work. However, dedication and vigor are somewhat lower, showing why engagement should be interpreted multidimensionally rather than through a single overall score.

The absence of significant job-level differences suggests that employees across hierarchical categories experience broadly comparable leadership and engagement conditions. A plausible interpretation is that employees may share common leadership systems, technologies, organizational policies, and team structures. This explanation is interpretive rather than causal because the study did not directly test the mechanisms underlying the absence of group differences.

Overall, the strong positive association between transformational leadership and employee engagement is consistent with prior research [1,4,10–12,15,16,26]. The finding also supports the theoretical view that supportive and developmental leadership can operate as a resource for employee motivation and engagement [5,23].

5.1 Findings in Relation to the Research Objective

The stated objective was achieved. The overall transformational leadership level was 3.50 ($SD = 0.55$), and employee engagement was 3.51 ($SD = 0.59$). Neither construct differed significantly by job level, while the two constructs were strongly positively associated ($r = .730$, $p < .001$).

Table 6. Proposed Managerial Action Matrix

Evidence from study	Priority	Recommended managerial action	Expected monitoring indicator
Inspirational motivation = 3.39	High	Clarify vision, connect projects to strategy, recognize shared achievements	Inspirational motivation score
Intellectual stimulation = 3.58	Maintain	Continue innovation, problem-solving and	Intellectual stimulation score

		challenge-oriented leadership	
Individualized consideration = 3.58	Maintain	Mentoring, coaching and development conversations	Individualized consideration score
Absorption = 3.60	Maintain / balance	Protect focused work while monitoring workload and recovery	Absorption + vigor
Vigor = 3.48	Moderate priority	Review workload, staffing, recovery and work design	Vigor score
Dedication = 3.46	Moderate priority	Strengthen purpose, recognition and career visibility	Dedication score
Job-level $\eta^2 \approx .001-.003$	Low differentiation priority	Use common framework with role-specific support	Cross-level score gaps
$r = .730$	Strategic priority	Monitor leadership and engagement together	Joint leadership–engagement trend

5.2 Proposed Integrated Conceptual Model for Future Research

Based on the present findings, a future empirical model can extend the simple leadership–engagement relationship by introducing psychological empowerment, perceived organizational support, psychological capital, job demands, and supervisor support as potential mediators or moderators. Such a model would move beyond the current cross-sectional association and test mechanisms that may explain why transformational leadership is strongly related to engagement.

A suitable next-stage model is: Transformational Leadership → Psychological Empowerment → Employee Engagement, with Job Demands as a potential moderator. This is proposed for future data collection only; it is not claimed as a result of the present study. The current article does not contain the required variables to estimate this model.

6. Conclusion

This study examined transformational leadership and employee engagement among 379 employees in selected IT/ITES organizations in Coimbatore District, Tamil Nadu. The findings indicate moderately high levels of both constructs, with overall means of 3.50 for transformational leadership and 3.51 for employee engagement. Intellectual stimulation and individualized consideration were the strongest transformational-leadership dimensions, while absorption was the strongest engagement dimension.

The study found no statistically significant differences across entry-level, mid-level, and specialized-level employees for transformational leadership or employee engagement. The derived eta-squared values were approximately .001 and .003, respectively, indicating negligible practical effects. These results suggest that formal job level is not, by itself, a strong differentiator of the two constructs in the studied organizations.

The most substantial empirical result is the strong positive association between transformational leadership and employee engagement ($r = .730$, $p < .001$). The derived R^2 of approximately .533 and the 95% confidence interval of approximately [.679, .774] provide additional evidence of the magnitude and precision of this association. Nevertheless, the cross-sectional design means that the finding should be interpreted as a strong relationship rather than a causal effect.

From a managerial perspective, the results support a common organization-wide leadership and engagement framework with role-specific development. Organizations should preserve the strengths observed in intellectual stimulation and individualized consideration while giving particular attention to inspirational motivation. Engagement initiatives should monitor vigor, dedication, and absorption separately. From a research perspective, the next step is to collect respondent-level longitudinal and multilevel data that can test mechanisms, account for organizational nesting, and establish temporal relationships.

Overall, the study contributes a focused empirical perspective from a Tier-II Indian IT context and demonstrates that leadership–engagement relationships can be strong even when formal job-level differences are negligible. This distinction has practical value because it encourages organizations to focus less on hierarchy as a proxy for employee experience and more on the quality and consistency of leadership resources available to employees.

Declarations for Journal Submission

Data Availability

The current manuscript is based on the survey results documented in the supplied article. Respondent-level data were not provided in the source material used for this extension. If the dataset can be made available subject to confidentiality and institutional requirements, the authors should provide an appropriate data-availability statement and repository link.

Conflict of Interest

The supplied article does not provide a conflict-of-interest statement. The authors should insert the journal-required declaration before submission.

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