

DOES A SUPERVISOR'S TRANSFORMATIONAL LEADERSHIP STYLE INFLUENCE WORK ENGAGEMENT OF REMOTE WORKING INFORMATION TECHNOLOGY EMPLOYEES?

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Abstract

Modern businesses are moving toward more sustainable ways of operating by using the strength of their employees to accomplish their goals and are engaging their employees to be involved in different activities to make sure they are committed to the company. Positive employee engagement is related to an increase in terms of organizational performance, financial advantages, and attrition reduction. Organizations currently operate in a global setting with a culturally varied workforce and a significant increase in remote working situations. Leaders or supervisors who can instigate change and motivate their followers despite times of environmental instability are crucial in the context of today's highly complicated and dynamic business world. Transformational leaders are leaders who can initiate change and inspire followers in today's complicated, dynamic corporate environment. Most organizations are adopting Information Technology to make workers work remotely, and most superior-subordinate interaction and communication is handled via technology. The research examined the influence of transformational leadership style on work engagement among Information Technology (IT) personnel in South India who work remotely. 419 remote working IT personnel were sampled using a simple random method at chosen IT organizations in South India. The study's conclusions showed a significant positive association between transformational leadership and work engagement of remote employees. The transformational leadership style has an effect on the work engagement of employees who work remotely, according to the analysis of the data using Structural Equation Modelling (SEM) with AMOS. The research makes a substantial contribution to the area by investigating the relationship between supervisor's transformational leadership and work engagement of employees who work remotely. Supervisors may utilize the findings of this study's recommendations to support, facilitate and improve the level of engagement at work among remote employees.

Keywords: Transformational Leadership, Supervisor, Work Engagement, Remote Working, Information Technology

INTRODUCTION

The success of any business today, at a time when change has become the norm, relies on having employees and leaders who are devoted, enthusiastic, dedicated, and committed (Jyoty & Devi, 2014). According to (Northouse, 2011) defined leadership "as a process where by one individual influence a group of individuals to a achieve a common goal". The pattern of behaviours that leaders exhibit when working with and through others is referred to as their leadership style (Hersey, Blanchard, & Johnson, 1996). Leadership style that leaders adopt should be adjusted to the specific needs of the circumstance, the specific demands of the

individuals involved and the specific difficulties the organization is now confronting (Jyoty & Devi, 2014). Organizations currently operate in a global setting with a culturally diversified work force and a significant increase in remote working situations. In the current environment, majority of businesses are increasingly using information technology to allow their workers to work remotely and the cooperation between superiors and followers is handled by technology (Kelly & Kelloway, 2012).

LITERATURE REVIEW

Work Engagement

The concept "employee work engagement," which is often used in organizations and businesses, has attracted a lot of attention in recent years (Macey & Schneider, 2008). In recent years, employee work engagement has been an increasingly popular concept in businesses and consultancy. Work engagement is a significant and ubiquitous concept that contributes to individual, team and organizational success. There is a strong correlation between employee engagement and profitability (Czarnowsky, 2008) and consequently organizational success. Employee engagement has been described as a distinct and special construct made up of cognitive, emotional, and behavioural elements linked to how each employee performs in their respective roles (Saks, 2006). In addition to being focused and emotionally absorbed in their job, highly engaged individuals often have a strong, positive emotional connection to their jobs (Saks, 2006).

Work engagement is regarded as one of the major difficulties encountered by leaders of contemporary organizations in the workplace. In addition, it is regarded as a crucial factor in sustaining employee work performance, dedication, job happiness, and profitability (Osbourne and Hammoud, 2017). Engaged employees are more focused and committed to their task and are able to outperform disengaged ones (Bakker & Alberecht, 2018). According to Macey and Schneider (2008), engagement is described as "a desired situation with an organizational goal that denotes involvement, dedication, passion, excitement, and energy. Their definition incorporates three distinct facets of employee engagement, namely psychological state, work traits, and behavioural engagement, and establishes a link between the fields of management, organizational behaviour, and psychology.

Work engagement is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption" (Bakker & Alberecht, 2018). High levels of energy and mental endurance when working, the desire to put effort into one's task, and tenacity even in the face of setbacks are characteristics of vigour. Dedication is the state of being deeply interested in one's job and having a sense of importance, passion, inspiration, pride, and challenge. Absorption is indicated by total focus on one's task, which makes time passes quickly and makes it impossible to mentally separate oneself from it (Schaufeli & Bakker, 2008). Strong connection with one's job and a high degree of vigour and excitement are often indicative of work engagement (Schaufeli & Bakker, 2008).

Employee engagement, according to Gibbons (2006), is described as a person's increased emotional and intellectual attachment to his or her job, company, management, or co-workers. This attachment motivates the individual to invest in more personal time on the job. Employees that are engaged take initiative to help their organization reach better business outcomes. More highly engaged an employee is, the more likely they are to promote the organization positively and help build a favourable employer brand. They are also more likely to want to stay with the organization, which helps reduce turnover, and they are more likely to consistently put out more effort, which may have an impact on things like service quality, customer satisfaction, productivity, sales, and profitability, performance, and so forth (Anindita & Seda, 2018). Bakker & Schaufeli (2008) discovered that when workers have positive relationships with their supervisors, their engagement levels increase. According to Cartwright and Holmes (2006), leaders that prioritize relationship building and trust development boost employee engagement. While some studies indicate that compensation and benefits play a significant influence in recruiting and maintaining workers (Perrin, 2003), it is also recognized that these factors have a less significant effect in employee engagement. It is considered that effective leadership, responsibility, autonomy, a feeling of control, and growth opportunities enhance employee engagement (Perrin, 2003).

Remote working environment

A remote work location is a work arrangement in which workers do not need to go to a traditional office environment. This arrangement has become the mainstream around the globe. According to (Bailey & Kurland, 2002), remote work involves "working outside of the typical office and communicating through telecommunications and computer-based technologies". Organizations that choose for remote working environments must deal with concerns such as a lack of workplace discipline, poor teamwork, disgruntled workers, productivity, deviant behaviour, poor performance, security issues, employee retention, recruiting and selection issues, etc. Companies such as Twitter have essentially proclaimed a WFH "forever" policy, and 53% of U.S. poll respondents want to continue working at least part-time from home. Evidently, the future of work will feature remote, co-located, dispersed, and international workforces that use digital technologies to remain connected and productive.

Transformational Leadership

Leadership is seen as a crucial element in the inception and execution of organizational innovations. Leadership is the function that every supervisor or manager must perform in the workplace. Managers sometimes assume that, as managers, they are also leaders, and that their employees would naturally follow those (Hall et al., 2014). This is not always the case, and hence organizations need transformational leadership if they want their subordinates to be engaged and accomplish their goals.

Transformational leadership, according to Bass & Avolio (1995), is a kind of leadership that stresses the intrinsic gratification and professional development of followers. Transformational leaders aim to align the interests and desires of followers with the most desirable organizational results and to nurture followers' loyalty to the organization by motivating them to beyond their

anticipated level of performance (Bass & Riggio, 2006). According to definitions, a transformational leadership style is one in which the leader inspires followers to go far beyond what is expected of them (Yukl, 1989). According to Bass & Avolio (1995), this kind of leadership emphasizes increasing followers' commitment to the organization's objectives, which eventually results in employee engagement. Transformational leaders are seen as mutually supportive towards a shared goal, the overall success of an organization, rather than as a figure of authority.

Transformational leaders are regarded as individuals who create change and motivate their followers through times of environmental uncertainty in the context of today's extremely complex and dynamic corporate environment. According to Vought (2017), transformational leaders may increase their subordinates' emotional attachment to their job. Vought (2017) claimed that leaders that adopt a transformational leadership style in remote working situations are able to accomplish expected outcomes owing to their capacity to interact quickly and effectively with their team members.

Dimensions of Transformational Leadership

Bass (1985) portrayed that Transformational leadership is characterised by 4 different dimensions: charisma (idealised influence), inspirational motivation, individualised consideration, and intellectual stimulation. Idealized influence refers to acts such as demonstrating that the group's benefits are more important than that of an individual. The leader exemplifies strong ethical standards and serves as a role model for subordinates (Bono & Judge, 2004). Both idealised influence and inspirational motivation of a leader (together referred to as charisma) have a favourable effect on their followers and can alter employees' negative self-focus into a positive one (Evelyn & Elegwa, 2015). Consequently, subordinates become more committed to the leader's vision and are willing to make more sacrifices for it (House & Howell, 1992), resulting in the accomplishment of organizational objectives. Through intellectual stimulation, the leader questions presumptions and accepts risks to elicit ideas from followers (Stone et al., 2003). This leadership style may inspire and foster followers' creativity and imagination, resulting in greater levels of engagement. Individualized attention is shown when the leader gives attention to the specific needs of the followers and considers them as unique individuals with varying requirements for support and growth (Bass, 1985). Inspirational motivation is exhibited when a leader behaves in a manner that motivates others around him/her to work harder, often by infusing a sense of purpose in the job for the follower. This might be accomplished via motivational speeches and chats, as well as other public shows of optimism and zeal, emphasising good accomplishments and fostering collaboration (Simic, 1998). Together, the four key aspects of transformational leadership are interdependent, that is, they must coexist, and they are believed to have a synergistic impact that produces follower performance that exceeds expectations (Hall et al., 2002)

Transformational leadership and Work Engagement

Leadership is a crucial contributor to employees' attitudes regarding their job and work environment. Researchers and Human Resource Managers are very interested in the concept

of transformational leadership, which refers to managers that inspire, stimulate the mind, and raise employee engagement levels in order to develop the potential of their subordinates for work. Leadership, especially transformational leadership style that emphasizes human care and intellectual stimulation, may help organizations promote better levels of employee engagement (Amor et al., 2019). According to several studies, leaders, particularly transformational leaders, may significantly improve employee engagement (Bakker & Alberecht, 2018). Employee engagement, according to (H. Li et al. 2019), is a result of transformational leadership. Employees may become involved at work via this leadership style by helping to create a positive workplace culture. Engaged workers are more innovative, diligent, passionate, and capable of delivering higher results than anticipated.

According to an Australian research (Ghadi et al., 2013), transformational leadership style impacts followers' perceptions of work engagement. According to research done by Brevaart et al. (2014) on navy cadets, workers were more engaged when their supervisors used a transformational leadership style. In research done in the tourist industry in Galicia, Amor et al. (2019) concluded that transformative leaders encourage employee engagement at work. Bakker & Schaufeli (2008) discovered that workers whose contacts with their bosses are good are more engaged. According to Cartwright and Holmes (2006), supervisors that prioritize relationship building and trust development boost employee engagement. Transformational leaders are not perceived as a figure of authority, but as mutual support for the organization's collective welfare (Evelyn & Elegwa, 2015)

Statement of the problem

Organizations currently operate in a global setting with a culturally diversified work force and a significant increase in remote working situations. In the current environment, the majority of businesses are increasingly using information technology to allow their workers to work remotely and majority of collaborations between superiors and followers are handled by technology (Kelly & Kelloway, 2012). Organizations choosing remote work must overcome major obstacles such as poor work ethics, poor teamwork, security issues, productivity issues, employee disengagement, etc . The organization has to establish a supportive culture where each person feels like a member of the work team even when they are at home. Leadership and supervisors have a specific role in generating engagement because of the infectious nature of work engagement. A transformational leadership style, which focuses on the consideration, intellectual stimulation and inspirational motivation of the people, is required for supervisors to follow in light of the present corporate and economic developments (H. Li et al ., 2019). Leadership, especially transformational leadership style in the remote work environment, has been notably under-researched, despite the fact that research on virtual teams has proved its crucial importance. Numerous studies indicate that the number of disengaged workers has grown, resulting in billions of dollars in lost productivity. This research attempts to analyse the impact of transformational leadership style on work engagement among Indian Information Technology personnel who work remotely. By exploring the influence of transformational leadership style on employee job engagement among remote-working IT personnel, this research makes theoretical and practical contributions to the literature on work engagement.

Objectives of the study

- To analyse the effect of demographic variables such as gender, marital status, education age and experience on Transformational Leadership style and Work Engagement among remote working IT employees.
- To study the relationship between supervisor's Transformational Leadership style on Work Engagement of remote working IT employees.
- To examine the effect of supervisor's Transformational Leadership style on Employee Work Engagement among remote working IT employees.

Hypothesis

- H0 (1): There is no significant difference in the mean rating between age of the respondents on Transformational leadership style and Work Engagement of remote working IT employees.
- H0 (2): There is no significant difference in the mean rating between male and female respondents on Transformational leadership and Work Engagement of remote working IT employees.
- H0(3): There is no significant differences in the mean rating between respondents with different educational qualification on Transformational leadership and Work Engagement of remote working IT employees.
- H0 (4): There is no significant difference in the mean rating between married and single respondents on Transformational leadership style and Work Engagement of remote working IT employees.
- H0 (5): There is no significant difference in the mean rating between respondents with different total years of Experience on Transformational Leadership and Work Engagement of remote working IT employees.
- H0(6): There is no significant relationship between supervisor's Transformational leadership style and Work Engagement of remote working IT employees.
- H0(7): There is no significant relationship between supervisor's Transformational leadership style on Work Engagement of remote working IT employees.
- H0(8): There is no significant effect of supervisor's Transformational leadership style on Employee Work Engagement among remote working IT employees

RESEARCH METHODOLOGY

The study adopted cross sectional research design, and used quantitative data collection method. Simple random sampling method was used to select the targeted respondents in selected IT companies working in South India. Data were collected from 419 employees. Global Transformational leadership scale (GTL) developed by (Carless et al; 2000) was

used to examine the four dimensions of Transformational leadership style. According to (Carless et al; 2000) the seven-item scale is highly reliable and have strong validity. Work engagement was measured using a (UWES-9; Schaufeli & Bakker & Salnova, 2006) work engagement scale and measured the components of Work engagement, namely vigour (e.g., “At my work, I feel bursting with energy”), dedication (e.g., ‘I am proud of the work that I do”), and absorption (e.g., “I get carried away when I am working”). On a 5-point scale, respondents were asked to rate their responses (Strongly agree – 5 to strongly disagree-1). Data analysis was done using Statistical Package for Social Science (SPSS version 22) and SEM analysis (AMOS, version 22) were conducted.

ANALYSIS AND RESULTS

Gender, age, marital status, education and income, experience in the present organization and total years of experience of the respondents in the IT industry were considered for demographic details of the study.

When compared to female responses (43.2%), male respondents made up the majority (56.8%). 58% of the respondents consist of married individuals while 42% are single and unmarried. With respect to respondent’s age, majority of the respondents are aged between 26 - 35 years (40.6%). 25.3% of the respondents are of age below 25 years of age, 24.6% of the respondents represent the age category 36-45 years and only 9.5 % of the respondents belong to 46-55 years. Regarding the educational qualification of the respondents, 52.5% of the respondents are graduates, 46.8% are post graduates and only 7.5% of the respondents are diploma holders. Majority of the respondents have an income between 2-5 lakhs per annum (37.7%) while only 4.3% respondents have an income below 2 lakhs per year. More than 45% of the respondents have an income exceeding 8 lakhs per year. With respect to the experience in the present organization, 34.8% of respondents have one to three years of experience, 16.5% have three to five years of experience and 21% have more than seven years of experience. 22% of the respondents have an overall experience between 2-5 years. However, 19.6% of respondents have overall work experience below 2 years, 22% of the respondents have an overall experience between 2 - 5 years and 16.7 % of the respondents have 5 - 8 years of experience in the industry. The sample of the study also included around 7.2% of respondents with work experience of over 14 years.

Reliability Analysis

The questionnaire's reliability was determined using Cronbach's alpha. The following table provides the Cronbach's alpha for each construct taken into account. Result shows that constructs have reliability greater than 0.6.

Table 1: Reliability

Variables	Cronbach's Alpha	N of Items
Transformational leadership	0.725	7
Work engagement	0.776	9

Analysis of demographic control variables

This section analyses the influence of demographic control variables, that is, age, gender, education, marital status and total years of experience on Transformational leadership and Remote working work engagement of employees. The analysis was conducted using independent sample Z test or one way ANOVA.

H0 (1): There is no significant difference in the mean rating between age of the respondents on Transformational leadership style and Work Engagement of remote working IT employees .

Age was considered to be the independent variable, which included four groups (a) 25 and below (b) 26 to 35 (c) 36 to 45 (d) 46 to 55. So, ANOVA was used to compare the mean scores of different age groups and the result is exhibited in Table-2

Table 2: Means, Standard deviation and F value for Age

Variable	Age	N	Mean	Standard Deviation	F	p value
Transformational leadership	25 and below	106	24.80	5.73	1.814	0.144
	26 to 35	170	24.24	5.75		
	36 to 45	103	23.02	5.93		
	46 to 55	40	23.60	5.89		
Work engagement	25 and below	106	29.92	7.07	0.835	0.475
	26 to 35	170	31.16	7.55		
	36 to 45	103	30.81	8.24		
	46 to 55	40	31.73	5.65		

The result of the ANOVA test depicted in Table-2 reveals that a statistical value of p is more than 0.05 for Transformational leadership and Work engagement of remote working employees. Hence, it is concluded that the mean score of Transformational leadership and Work engagement of employees does not differ with Age.

H0 (2): There is no significant difference in the mean rating between male and female respondents on Transformational Leadership and Work Engagement of remote working IT employees.

An independent sample Z test are often used to compare the mean scores of variables of two different groups, i.e., males and females. Thus, a Z test was conducted, and the result is shown in Table -3.

Table 3: Means, Standard deviation and Z value for Gender

Variable	Gender	N	Mean	Standard Deviation	Z	p value
Transformational Leadership	Male	238	23.45	5.60	-2.319	0.021
	Female	181	24.77	6.03		
Work Engagement	Male	238	31.09	7.22	0.872	0.384
	Female	181	30.45	7.74		

The result shows that no significant difference exists between males and females for the variable Work engagement as the p value is more than 0.05. Significant difference is seen between males and females in the case of Transformational leadership since the p value is less than 0.05.

H0(3): There is no significant difference in the mean rating between respondents with different educational qualification on Transformational Leadership and Work Engagement of remote working IT employees.

Table 4: Means, Standard deviation and F value for Education

Variable	Education	N	Mean	Standard Deviation	F	p value
Transformational Leadership	Graduate	220	24.00	5.96	0.705	0.495
	Post Graduate	196	23.98	5.70		
	Diploma	3	28.00	0.00		
Work Engagement	Graduate	220	29.83	7.89	5.546	0.004
	Post Graduate	196	31.79	6.78		
	Diploma	3	39.00	0.00		

The result of the ANOVA test depicted in Table- 4 reveals that a statistical value of p is less than 0.05 for Work engagement. But in the case of Transformational leadership, no significant difference is seen between different educational qualifications since the p value is more than 0.05.

Since the ANOVA test indicate that the significant difference exist among the educational qualifications for Work engagement, a post hoc test or multiple comparison test was conducted to identify which among educational qualifications differs significantly and the result is exhibited in the Table-4a. The result of the analysis indicates that, in the case of variable Work engagement, significant difference exists between graduates and postgraduates as well as graduates and diploma holders. The differences between the groups are indicated by (*)

Table 4a: Multiple Comparison Tests

Dependent Variable			Mean Difference (I-J)	Std. Error	P value
Work Engagement	Graduate	Post Graduate	-1.96354*	0.724	0.007
		Diploma	-9.17273*	4.283	0.033
	Post Graduate	Graduate	1.96354*	0.724	0.007
		Diploma	-7.209	4.287	0.093
	Diploma	Graduate	9.17273*	4.283	0.033
		Post Graduate	7.209	4.287	0.093

*. The mean difference is significant at the 0.05 level.

H0 (4): There is no significant difference in the mean rating between married and single respondents on Transformational leadership style and Work Engagement of remote working IT employees.

An independent sample Z test is used to compare the mean scores of variables of two different groups, i.e., Single and Married respondents. Hence, a Z test was conducted, and the output is shown in Table 25.

Table 5: Means, Standard deviation and F value for marital status

Variable	Marital status	N	Mean	Standard Deviation	Z	p value
Transformational Leadership	Single	176	24.88	5.81	2.572	0.010
	Married	243	23.40	5.76		
Work Engagement	Single	176	30.23	7.89	-1.368	0.172
	Married	243	31.23	7.10		

The result shows that no significant difference exists between Single and Married respondents for Work engagement as the p value is more than 0.05. Significant difference is seen between Single and Married respondents in the case of Transformational leadership since the p value is less than 0.05.

H0 (5): There is no significant difference in the mean rating between respondents with different total years of Experience on Transformational Leadership and Work Engagement of remote working IT employees.

Total years of experience was considered to be the independent variable, which included six groups (a) Less than 2 years (b) 2 to 5 years (c) 5 to 8 years (d) 8 to 11 years (e) 11 to 14 (f) 14 and above years. So, ANOVA was used to compare the mean scores of different years of experience and the result is exhibited in Table 6.

Table 6: Means, Standard deviation and F value for Total years of experience

Variable	Total years of experience	N	Mean	Standard Deviation	Z	p value
Transformational leadership	Less than 2 years	82	23.65	6.05	1.890	0.095
	2 to 5 years	92	25.35	5.69		
	5 to 8 years	70	24.63	4.43		
	8 to 11 years	48	23.19	6.77		
	11 to 14 years	97	23.47	6.13		
	14 years and above	30	22.67	5.31		
Work engagement	Less than 2 years	82	30.46	7.33	4.900	<0.001
	2 to 5 years	92	29.13	8.22		
	5 to 8 years	70	33.76	5.41		
	8 to 11 years	48	29.33	8.79		
	11 to 14 years	97	32.04	6.89		
	14 years and above	30	28.43	6.40		

The result of ANOVA test depicted in Table 6 reveals that a statistical value of p is less than 0.05 for Work engagement. Hence, we conclude that the mean score of Work engagement differs with years of experience. But in the case of Transformational leadership, no significant difference is seen between different years of experience since the p value is more than 0.05.

Since the ANOVA test indicate that a significant difference exist among the years of experience for Work engagement, post hoc test or multiple comparison test was conducted to identify which among educational qualifications differs significantly and the result is exhibited in the Table 6a. The difference between the groups is indicated by (*)

Table 6a: Multiple comparison tests

Dependent Variable			Mean Difference (I-J)	Std. Error	Sig.
Work Engagement	Less than 2 years	2 to 5 years	1.333	1.106	0.229
		5 to 8 years	-3.29373*	1.185	0.006
		8 to 11 years	1.130	1.323	0.394
		11 to 14 years	-1.578	1.092	0.149
		14 years and above	2.030	1.553	0.192
	2 to 5 years	Less than 2 years	-1.333	1.106	0.229
		5 to 8 years	-4.62671*	1.155	0.000
		8 to 11 years	-0.203	1.296	0.876
		11 to 14 years	-2.91080*	1.059	0.006
		14 years and above	0.697	1.531	0.649
	5 to 8 years	Less than 2 years	3.29373*	1.185	0.006
		2 to 5 years	4.62671*	1.155	0.000
		8 to 11 years	4.42381*	1.364	0.001
		11 to 14 years	1.716	1.142	0.134
		14 years and above	5.32381*	1.589	0.001
	8 to 11 years	Less than 2 years	-1.130	1.323	0.394
		2 to 5 years	0.203	1.296	0.876
		5 to 8 years	-4.42381*	1.364	0.001
		11 to 14 years	-2.70790*	1.285	0.036
		14 years and above	0.900	1.694	0.596
	11 to 14 years	Less than 2 years	1.578	1.092	0.149
		2 to 5 years	2.91080*	1.059	0.006
		5 to 8 years	-1.716	1.142	0.134
		8 to 11 years	2.70790*	1.285	0.036
		14 years and above	3.60790*	1.521	0.018
	14 years and above	Less than 2 years	-2.030	1.553	0.192
		2 to 5 years	-0.697	1.531	0.649
		5 to 8 years	-5.32381*	1.589	0.001
		8 to 11 years	-0.900	1.694	0.596
		11 to 14 years	-3.60790*	1.521	0.018

*. The mean difference is significant at the 0.05 level.

H0 (7): There is no significant relationship between supervisor's Transformational leadership style on Work Engagement of remote working IT employees.

Pearson Correlation was used to identify the impact of Transformational leadership on employees Work Engagement. The results are presented in the following Table.

Table 7: Correlation between Transformational leadership on employees Work Engagement

Variable	Correlation	Lower bound	Upper bound	Z	p
Transformational leadership - Work engagement	0.830	0.820	0.840	30.388	<0.001

From the table 18 the correlation between Transformational leadership – employees Work Engagement is 0.830 which indicates that there is significant relationship between Transformational leadership - Work Engagement. Since the positive relationship exists between Transformational leadership - employees Work Engagement, in the next step Structural Equation Modelling (SEM) was used to evaluate mathematical relationship between the two variables and the results are exhibited in Table 8 and 9.

Table 8: Model fit Indices for CFA- Transformational leadership - Employees Work Engagement

	χ^2	DF	P	Normed χ^2	GFI	AGFI	NFI	TLI	CFI	RMR	RMSEA
Transformational leadership - employees Work Engagement	313.467	70	.000	4.478	.995	.709	.927	.933	.932	.073	.066

Table 9: The regression Coefficients

Path	Estimate	Critical Ratio (CR)	P	Variance explained
Transformational leadership → Work Engagement	0.727	18.812	<0.001	52.9
Work Engagement → Vigour	0.924	32.954	<0.001	85.4
Work Engagement → Dedication	0.986	50.529	<0.001	97.2
Work Engagement → Absorption	0.912	31.395	<0.001	83.1
TL1 → Transformational leadership	0.573	13.298	<0.001	32.8
TL2 → Transformational leadership	0.603	14.233	<0.001	36.4
TL3 → Transformational leadership	0.575	13.359	<0.001	33.1
TL4 → Transformational leadership	0.641	15.498	<0.001	41.0
TL5 → Transformational leadership	0.484	10.773	<0.001	23.4
TL6 → Transformational leadership	0.495	11.068	<0.001	24.5
TL7 → Transformational leadership	0.903	30.354	<0.001	81.5
V1 → Vigour	0.681	16.949	<0.001	46.3
V2 → Vigour	0.929	33.675	<0.001	86.2
V3 → Vigour	0.67	16.536	<0.001	44.9
D1 → Dedication	0.813	23.166	<0.001	66.1
D2 → Dedication	0.601	14.169	<0.001	36.1
D3 → Dedication	0.946	36.555	<0.001	89.6
A1 → Absorption	0.523	11.839	<0.001	27.3
A2 → Absorption	0.955	38.462	<0.001	91.1
A3 → Absorption	0.963	40.500	<0.001	92.8

All the attributes loaded significantly on the latent constructs. The value of the fit indices indicates a reasonable fit of the measurement model with data. In table 9, we present the regression coefficients.

From the table the relation between Transformational leadership and Work Engagement = 0.727 Transformational leadership

This indicates that one unit increase in Transformational leadership results in 0.727 increase in Work Engagement

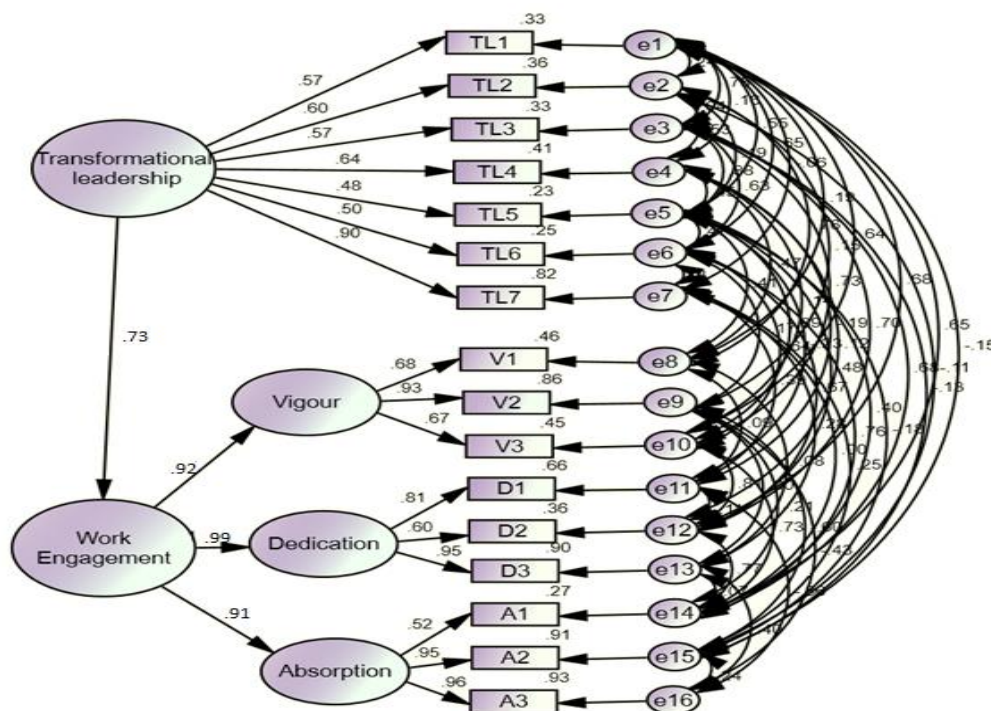


Fig 1: shows the Output of SEM model using AMOS

DISCUSSION

There are many studies that illustrated the factors that could develop employee engagement. The main objective of this study was to examine the effect of supervisor's transformational leadership style on work engagement of remote working IT employees. Employees who have managers and supervisors that follow transformational leadership style are likely to be energetic, dedicated and are engaged in the work (Ghadi et al., 2013). The findings of the study clearly indicate that transformational leadership can influence work engagement of remote working IT employees in the Indian context. This implies that management of the work organization should select a leadership style that foster employee work engagement.

PRACTICAL IMPLICATIONS

In a remote working environment where team members often function in isolation, the organization's management should make the necessary steps to cultivate a work culture in which workers feel valued, supported, encouraged, happy, more focused and engaged. According to the third annual future workforce study-2019, 73 percent of organizations will employ remote workers by 2028, resulting in increased output at a cheaper cost. Transformational leaders are able to achieve higher outcomes in today's organizations, which operate in a multicultural, global context. When employees are working remotely, Transformational leaders must continuously teach, mentor and motivate their followers on optimal practises to enhance the work engagement of their employees. Transformational leaders may empower and engage their team members by giving them difficult assignments and including them in the decision-making process. There should be a clearly established channel of communication and clear rules in place to aid followers in comprehending the needed activity and rapidly resolving any difficulties. Transformational leaders must be very clear on the objectives that must be attained and the performance criteria that their employees must meet.

The findings of the study clearly indicate that transformational leadership can influence work engagement of remote working IT employees in the Indian context. Based on the findings, we recommend that Human Resource (HR) managers who want to increase employee engagement on a long-term basis provide new programmes and training sessions that enhance transformational leadership behaviours. Through upskilling and reskilling training courses that promote communication, cooperation, creativity and inventive thought, management should focus on strengthening the transformational leadership abilities of its leaders. We expect that these programmes may, in turn, meet the needs and interests of employees, so helping to mitigate the financial losses associated with disengagement.

FUTURE RESEARCH

Future research can be conducted by integrating other mediators (for example, trust in supervisor) in the relationship between Transformational leadership and work engagement of remote working IT employees. Future research may also investigate alternative leadership styles (for example servant leadership) for fostering employee work engagement of remote working IT employees.

CONCLUSION

In today's competitive environment, loyal base of satisfied and committed employees is imperative for an organization's survival. Firms must prioritise employee engagement owing to its predictive potential for employee retention. However, the notion of an engaged employee extends beyond retention. An engaged employee is a happy worker who feels connected to the business and is invested in its success. Organization to train their supervisors or leaders on transformational, leadership skills and to yield positive employee related results such as employee work engagement.

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