EXPLORING THE IMPACT OF ORGANIZATIONAL TRANSFORMATION AND ENTREPRENEURIAL ENVIRONMENT ON EMPLOYEE RETENTION IN CHINESE ORGANISATION: THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT

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ABSTRACT

In preparation for what the future of employment may bring, businesses are coping with massive shifts. Workers' habits are shifting, emerging technology are upending established ways of doing business, and meeting customer expectations has increased the need to think quickly on one's feet and creatively. Considering these shifts, companies are starting to see employee experience as a top strategic priority. To address these new challenges in the workplace, the employee experience conceptual framework has emerged due to the growing importance of human-centered design methodologies in HR and organisational development. Nevertheless, practitioners in this new area of study still don't fully grasp employee experience design, its significance, or the processes involved in its creation and management. Consequently, these are the primary research topics that this article employs to investigate the employee experience. The phrase "employee experience" is defined and investigated in this thesis. Additionally, they want to look at how employee engagement acts as a mediator between employee experience and organisational commitment and effectiveness. To link and impact the connection between the suggested dimensions, the person-environment fit theory is used as a theoretical foundation. The research is quantitative and draws from both exploratory and descriptive methods. The structural, experimental, and measurement variables are all assessed using the SEM model. There is strong evidence that shows how employee experience affects employee engagement. The evidence for a direct correlation between years of service and loyalty to one's employer is weak and unsubstantiated.

Keywords: Employee engagement, Employee retention, Chinese organisation, Entrepreneurial environment

INTRODUCTION

Over the course of the last two decades, the concept of transformational leadership has emerged as the dominant paradigm in the scientific study of leadership. This development occurred around leadership research. Therefore, it should not come as a surprise that both practitioners and academics have shown a great deal of interest in the emergence of leadership theory and practice, with the purpose of evaluating its ramifications for organisations and people. This interest has been shown in a variety of different ways. Studies that have been carried out over the course of the last several decades have shown that transformational leadership may have a significant link to the actions and results that its followers achieve. The writers of a recent article that was published in the "Annual Review of Psychology," authored by Avolio et al., concluded that academics need to focus their efforts on discovering the processes that tie leadership to major organisational and human outcomes (Aboramadan, 2020).

They emphasised the need to do research on the functions that mediators perform to give an additional explanation of the value that leadership has for organisations. According to what Chan and Mak pointed out, "transformational leadership may involve a variety of different influence processes." Despite this, "there is still room for research to further examine the process of the relationship between transformational leadership and follower attitudes and behaviours," Chan and Mak said. The definition of the word "leadership" has shifted in recent decades to place a greater emphasis on a certain kind of leadership known as transformational leadership. This kind of leadership is classified as a way in which a leader changes his employees by inspiring them, creating trust with them, encouraging them, appreciating their fresh ideas, and developing them. This type of leadership is also known as transformational leadership. In administrative settings, the use of transformational leadership could prove to be helpful. It is possible that developing one's capacity to inherently inspire coworkers via the practise of transformational leadership, which is the ability of a leader to elicit performance from employees that is superior to that which was anticipated, would be more beneficial and useful. People could also discover that it assists them in feeling safer within themselves because of using it. Idealised influence, intellectual stimulation, inspiring motivation that builds confidence, and individualised consideration are the four pillars that underpin transformational leadership. A transformative leader must have the ability to exert influence in an idealised manner. An effective leader is one who can provide their followers with a distinct sense of direction while also supporting those followers in seeing themselves succeeding in their goals. An example of leadership that may motivate people by instilling belief in their own abilities and providing sincere feedback on how well their efforts have been accepted is leadership that addresses the feelings and concerns of employees. Being attentive entails engaging in activities such as providing individualised regard for one's audience members. This demonstrates the thoughtfulness and foresight required of a leader. There are many various components,

some of which include training, coaching, the assignment of work according to individual skill sets, and the monitoring of results. Additionally, there are many other components. Intellectual stimulation is an indication that a leader is trying to inspire and push his team to be more adaptive and to adopt new technological solutions to cope with a wide range of scenarios. This may be accomplished through providing intellectual challenge. Possessing the ability to go through several phases of cues and obstructions might prove to be quite beneficial. When there is more at risk for people and the task at hand is more important, there is a larger likelihood that those people may need the skills of a transformative leader (Adeniji, 2020).

BACKGROUND OF THE STUDY

The workplace has undergone what can only be defined as a revolution over the course of the previous few decades. This change has been brought about by technological advancements. Expectations and needs in the workplace are experiencing a transition as a response to shifting demographics (such as an ageing population and an increase in the number of women entering the job) and advancements in technology. As more and more women enter the workforce, it is becoming more difficult to strike a good balance between one's personal and professional responsibilities. This is a direct outcome of the increasing number of women who are entering the workforce. This pattern may be partially explained by the fact that an increasing number of working women are entering the labour market. As a result of developments in technology, workers are now able to carry out their responsibilities at any time and from any place. This increases the chance that employees' jobs may interfere with other elements of their lives, which in turn leads to stress. The beliefs that formerly served as the foundation for the culture no longer serve in the same capacity. The traditional notion of the "ideal worker" is a male employee who works 40 hours a week, gives his job his complete and undivided attention, and never allows his personal life to interfere with his professional obligations. However, as more women enter the workforce, this may no longer be a realistic aim. In addition to this, it's probable that many employees have a fresh understanding of the requirements necessary to be successful in their jobs. It's conceivable that Millennials and other members of the generation that follows them have seen that their parents, although putting in long hours at work, were not particularly successful in their personal lives (Ali, 2021).

This is something that Millennials and other members of the generation that follows them may have witnessed. Therefore, it would make perfect sense for them to be trying to find a balance between the demands of their profession and the responsibilities that come with their personal lives. In addition, younger employees who have acquired postgraduate degrees may be more prone to negotiate their working conditions and demand more flexibility to meet their demands for maintaining a good work-life balance (Hildenbrand, 2018). This is because younger people have a greater tendency to negotiate their working circumstances than older workers do. It should not come as

a surprise, taking into consideration the developments that have been outlined above, that the work-life interface has become a popular issue of study and discourse in the last several years. The extent to which an individual can strike a good balance between their personal and professional lives has a direct influence not only on their degree of satisfaction but also on their view of their place of work and their level of productivity. The primary focus of this article is the ability to maintain a satisfactory equilibrium between one's personal and professional responsibilities. Studies of the work-life interface from the perspective of life stage are rare, even though research from the past shows that the work-life interface may change for people as they go through their lives. Because of this, relatively little is known about the ways in which different stages of life influence the balance between work and personal life. To accomplish this goal, they carried out quantitative research at the AdviceCo2 organisation, which is a component of the public sector in the UK. The study's objective was to determine whether and how the work-life interface varies with people's life stage. In addition to this, it considers the whole of the connection that exists between work and life, considering the enriching features (conflict) as well as the bad aspects (enrichment) of this interaction between the two spheres of one's existence (Haque, 2023).

PURPOSE OF THE STUDY

Find out how organisational changes like new leadership, restructured departments, or new strategies affect staff retention. Look at the correlation between encouraging an entrepreneurial climate, one that values creativity, independence, and taking calculated risks and employee loyalty and retention. Examine the connection between organisational change, entrepreneurial climate, and employee retention, and how employee engagement (i.e., workers' emotional commitment, motivation, and participation) mediates this link. Provide Chinese business executives with practical advice on how to boost employee engagement, decrease attrition, and foster an entrepreneurial culture via the development and execution of transformation initiatives. The overarching goal of the research is to illuminate, within the Chinese context, how organisational culture and dynamics influence employee behaviour, particularly retention rates (Bellamkonda, 2021)

LITERATURE REVIEW

The Total Selection Management Version incorporates the management theory of transformational leadership, in which a visionary works with teams to determine what needs changing, develops a plan to make that change a reality with the help of motivation, and then leads the group in making that change together with all of its members. The goal of a transactional leader is to keep things running smoothly; this

approach is sometimes referred to as "keeping the ship afloat." To counteract the fact that this pioneer often motivates employees by trading benefits for performance, negotiable innovators apply remedial energy and a variety of incentives. A negotiable innovator is more likely to be preoccupied with making sure everything is running well today than with strategically assisting the company to a position of market management. Employee engagement refers to the strong emotional investment that workers have in their workplace, their role within the company, their coworkers, and the company's culture, as well as the impact that this investment has on the bottom line. From an organisational point of view, employee engagement is concerned with making use of innovative approaches and pursuits to deepen the meaningful connection experienced and, thus, boost productivity while generally achieving success in the economic world. A lot of people see employee's involvement to constitute an instance of superiority (Babalola, 2021).

A working definition of employee engagement has been proposed by researchers. When "an individual employee's cognitive, emotional, and behavioural state directed towards desired organisational outcomes" is defined. It is thought that employee involvement will have a lasting personal investment in one's work and is seen to be an indicator of future dedication and contentment in one's position. The efficacy of an organisation may be impacted by its leaders via those working under them. Their ideas, ideologies, and perspectives may open new possibilities for organisational performance. Via engaging their personnel in a way that caters to their interests, inclinations, and orientations, and maximising their productivity. Leadership comes in various forms, and each is necessary and sought for in different contexts. Necessities of the workplace. Rewards and accolades are the only tools available to transactional leaders. To inspire their staff, transformational leaders facilitate the expansion of employee involvement by adjusting those working there shift their attention from themselves to the group's bigger picture. Transformative leaders are also able to encourage and inspire employees to stay committed to the organization's mission and achieve its goals. Additionally, as per the findings of many scholars, leaders with a transformational style influence staff engagement by boosting dedication and company effectiveness. Researchers states that leaders who foster strong and trustworthy relationships with their workers are more likely to are able to increase staff involvement. Countless studies have been carried out by researchers, and the level of employee involvement is currently defined as a "stronger emotional connection that an employee has with their company that when paired with leadership approaches, it motivates others to work harder. The study's authors concluded that key leadership characteristics influencing employee engagement include honesty and transparency, a direct relationship between organisational and individual performance, opportunities for professional growth, the leader-follower dynamic, team collectivism, and pride in the company's standing in the community. Workers in service industries are more likely to be service orientated if their employees are engaged. Workers who see their bosses as game-changers are more invested in the company's success and eager to help customers. Inspiring a common goal

for the organisation, transformational leaders change the way their employees think and feel. When transformational leaders make sure their employees are confident, their needs are met, they are intellectually challenged, and they are actively involved in solving organisational problems via creativity, employee engagement increases. The correlation between effective leadership and organisational performance has also been the subject of much research. A wide variety of factors, including political and international events on a global scale as well as characteristics of the domain where the study's focus is. Many people have different ideas about what the word "leadership" means. One must consider reviewing the literature on leadership reveals that the term has been defined by about as many individuals as there are different schools of thought on what it means. The process of reaching an objective with the help of leading others is referred to as leadership. A leader who is adept at guiding his team members to achieve certain goals. One definition of leadership, according to these authorities, is the art of delegating authority and responsibility to subordinates. Leading entails coordinating and impacting others. working together as a team to achieve a shared objective (Bakker, 2019).

If an individual organises institutional, political, psychological and other assets to motivate, involve, and fulfil the desires of adherents, this is referred to as Taking charge. Scholars have shown that the study of leadership may be traced back to the first days of recorded history. Various workplaces, including corporate contexts, employee drives, supervisors, managers, leadership philosophies, and a host of other factors pertaining to the workplace throughout the course of two hundred years. Study after study looked at the correlation between leaders' actions and results include the satisfaction of followers, the efficiency of the organisation, and its financial success. While the term "leadership" may be defined in a variety of ways, there is one consistent feature that is meanings is that it concerns one's capacity to impact the actions of other people, which could include shown as adherents. To lead is to possess "a mix of distinctive attributes that a person has, implying that "leadership is a combination of distinctive traits or possessive traits of a person. Having these traits makes it easier for that individual to get other people to pitch in and help out. Leadership: alternative explanations constitute, among other things, "the things leaders do to bring about change in a group" and shift inside an organisation. A leader's orientation towards their followers is called method of leading. Leadership styles have multiplied with the development of leadership theory. If implemented properly, the leadership style has the potential to boost organisational performance and encourage the achievement of intended objectives. On the other hand, when the leadership style works, it may boost organisational performance and views held by workers. Because of the robust correlation between leadership styles and the efficiency of organisations, it led to many research projects on the topic, which have resulted in several theories of leadership (Bellamkonda, 2021).

RESEARCH QUESTION

1. To what extent do charter school organisations' work-life balance programs boost morale?


METHODOLOGY

A quantitative technique was chosen by the researcher because of the restricted resources and the short amount of time available. Using a random sampling process, each respondent was contacted for the survey. Following this, a sample size was determined using Rao Soft, and the total number of samples was 1895. Individuals confined to wheelchairs or who are unable to read and write would have the survey questions read aloud by a researcher, who would then record their answers word for word on the survey form. While participants waited to complete their surveys, the researcher would inform them about the project and field any questions they may have. On occasion, it is asked that people finish and send back questionnaires simultaneously. Quantitative data analysis was conducted using SPSS version 25. The combination of the odds ratio and the 95% confidence interval provided information about the nature and trajectory of this statistical association. The p-value was set at less than 0.05 as the statistical significance level. The data was analysed descriptively to provide a comprehensive understanding of its core characteristics. Quantitative approaches are characterised by their dependence on computing tools for data processing and their use of mathematical, arithmetic, or statistical analyses to objectively assess replies to surveys, polls, or questionnaires.

Sampling: A random sampling technique was applied for the study. The research relied on questionnaires to gather its data. The Rao-soft program determined a sample size of 1825. A total of 1950 questionnaires were distributed; 1913 were returned, and 18 were excluded due to incompleteness. In the end, 1895 questionnaires were used for the research.

Data and Measurement: A questionnaire survey served as the main data collector for the study. There were two sections to the survey: (A) General demographic information and (B) Online & non-online channel factor replies on a 5-point Likert scale. Secondary data was gathered from a variety of sources, with an emphasis on online databases.

Statistical Tools: Descriptive analysis was used to grasp the fundamental character of the data. The researcher applied ANOVA for the analysis of the data.

CONCEPTUAL FRAMEWORK
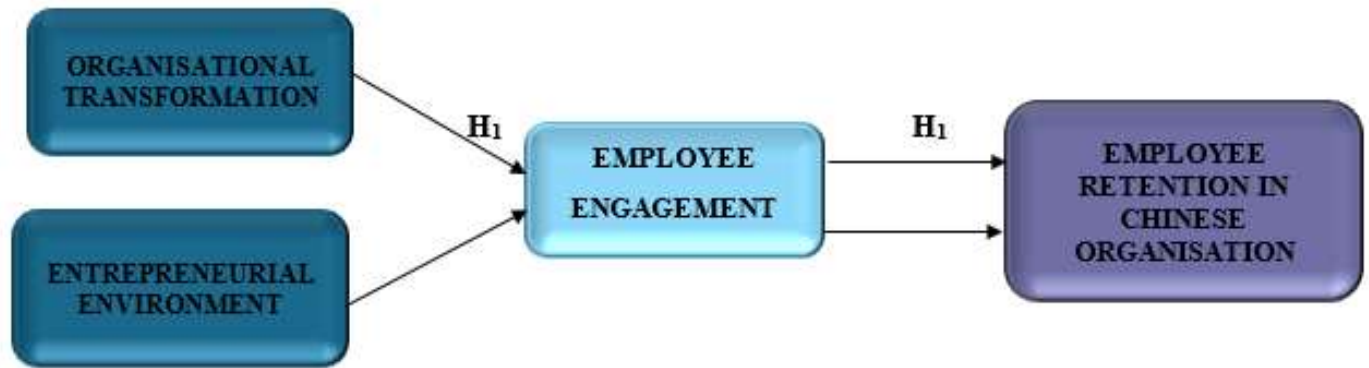
RESULT

Factor Analysis:

Factor analysis (FA) is used to validate the foundation of a measurement battery, aiming to identify latent characteristics and measurement inaccuracies. The Kaiser-Meyer-Olkin (KMO) Test is used to determine data suitability for factor analysis, ensuring sufficient data for all model variables and the whole model. KMO values range from 0 to 1, with an adequate sample size between 0.8 and 1.0. Large-scale correlations pose a significant challenge for component analysis. Kaiser's minimum and maximum requirements range from 0.050 to 0.059.

Table 1: KMO and Bartlett's Test

KMO and Bartlett's Test[a]		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.927
Bartlett's Test of Sphericity	Approx. Chi-Square	6850.175
	df	190
	Sig.	.000
a. Based on correlations		

The study used the KMO test for sample adequacy, resulting in a KMO value of .927, and a significance level of 0.00, indicating the data is suitable for exploratory factor analysis.

Test for Hypothesis

- **Dependent Variable: Employee retention in Chinese organisation**

Organisational strategies and procedures aimed at retaining Chinese workers, reducing turnover, and ensuring long-term employee satisfaction are together referred to as employee retention in Chinese organisations. Given China's competitive labour market and fast-paced corporate climate, staff retention is essential to organisational success, as it is in many other nations. To hold on to talent, competitive compensation are essential. Companies in China need to pay their staff market rates if they want to keep talented workers from going elsewhere for work, especially with the demand for their services on the rise. Attracting and retaining workers is generally achieved by the provision of comprehensive benefits packages. These packages often include health insurance, performance incentives, yearly leave, and retirement benefits. There is a rising understanding of the necessity for a work-life balance in China, despite the country's heavy focus on social hierarchy and "face" at work. Employees are more likely to stay with a company that offers them a combination of a friendly work environment, flexible scheduling, and the ability to work remotely. Organisations in China place a premium on group success, but individual acknowledgement is also on the rise. Recognising and rewarding employees for their efforts and successes may go a long way in keeping them around. More and more companies in China are providing their workers with chances to learn new skills and advance in their careers. Language classes, leadership seminars, and workshops on technical skills are all examples of professional development programs that may increase employee loyalty. Companies that lay out specific routes for workers to improve in their careers are more likely to hold on to their employees because it gives them a feeling of purpose and opportunities for long-term success. Companies in China are increasingly valuing open lines of communication between management and staff. The researchers may address employee problems and promote a feeling of belonging by holding regular feedback sessions, surveys, and keeping lines of communication open. Employees are more invested and less likely to leave when they have a say in important decisions that affect them or the organisation as a whole. Workers in China place a premium on employment stability, particularly in light of the country's volatile economy and labour market. Attracting and retaining employees who are seeking stable career possibilities may be achieved by companies that prioritise long-term employment and stability. Chinese office culture places a premium on respect for authority, loyalty, and family. Employees are more likely to remain loyal to companies over the long run if such companies take the time to learn about and value their employees' cultural backgrounds. The Chinese workplace values teamwork more than individual achievement. Building a strong feeling of community and cooperation is a common strategy for staff retention. Although many Chinese organisations adhere to a strictly hierarchical structure, there is a noticeable shift towards more collaborative and open approaches to management in recent years. Stronger retention rates are often seen among leaders that cultivate an environment of trust, respect, and support for their staff. Staff members who get mentoring and

coaching from more senior managers or executives are more likely to remain with the organisation because they feel appreciated and understood. Corporate social responsibility (CSR) programs inspire a growing number of workers, particularly the younger generation, to behave ethically in the workplace. Businesses that care about the environment, make a difference in society, and conduct themselves ethically may find it easier to hold on to their employees. Skilled workers are in short supply due to high demand and employee poaching in industries such as technology, finance, and manufacturing. Extremely High Employee Turnover: Workers in lower-skilled or entry-level positions tend to leave for higher-paying employment in larger cities or other metropolitan centres in search of better possibilities (Ali, 2021).

- **Mediating Variable: Employee engagement**

When workers are emotionally invested in the success of their company, the researchers say that they are engaged. An engaged workforce is one in which workers like what they do, take pride in their job, and want to see the business succeed. Employees who are enthusiastic about their work are less likely to leave their positions and more likely to contribute creatively and faithfully to the company's success. Companies in China are putting a premium on employee engagement to boost organisational performance and hold on to top personnel. In this article, researchers were examine employee engagement from a Chinese business perspective: Influential Factors in Chinese Companies' Employee Engagement: Clear Open and honest communication: Communication Channels Open: Leadership and staff must communicate effectively. Communication in Chinese organisations is typically hierarchical, but with the changing economic environment, more and more enterprises are embracing open and transparent methods. Regular feedback sessions, whether in the form of questionnaires or one-on-one conversations, provide workers a chance to share their thoughts and feelings about the company and its decisions. Employees are more inclined to put their hearts into their job when they can see how it fits into the bigger picture of the company's objectives. Providing workers in China with a sense of direction and showing them how they fit into the bigger picture is becoming more important to Chinese businesses. Unambiguous Goals: Employees are more likely to go above and above when their responsibilities, expectations, and performance measures are crystal clear. A major motivator for participation is the availability of learning and development opportunities, such as courses, seminars, and mentorship. To keep their top employees, many Chinese corporations are funding their professional growth. Employees can plan by seeing a defined path to advancement and the possibility of moving up the corporate ladder from within. Providing employees with chances for advancement increases the likelihood that they invested in their job. Chinese employees highly value public and private acknowledgement of contributions. Awards, incentives, or even just plain old praise can do wonders for morale and engagement when given to individuals and teams for their accomplishments. Incentives like profit sharing, performance-based bonuses, and pay increases may motivate workers by rewarding them for their efforts and the outcomes they achieve (Haque, 2023).

- **Independent Variable: Organisational transformation**

To enhance performance, adjust to changing market circumstances, or react to external problems, organisations often undergo what is known as an organisational transformation. This process involves making substantial and fundamental changes to their structure, culture, operations, technology, or business model. Common motivators for such a shift include the pursuit of expansion, new ideas, heightened competition, or enhanced efficiency. Changing the company's culture, internal procedures, technological systems, employee behaviours, and even the company's entire strategy are all possible components. This requires a dramatic change in the company's overarching strategy or business model, often in reaction to changes in the market, the emergence of new competitors, or the need to change course altogether. Companies might change their focus from products to services, expand into new areas, or implement customer-centric initiatives. The beliefs, conventions, and behaviours that are widely accepted and practiced inside an organisation shape the way its members engage with one another and carry out their duties. Employees' ways of thinking, working, and collaborating are often the focal points of culture reform efforts. For example, a more collaborative culture may replace a more hierarchical one, or a more innovative and adaptable leadership style may be implemented. Organisational change is driven in large part by technological advancements in today's corporate sector. Improving productivity, the customer experience, and the creation of new business models are all goals of digital transformation, which entails the use of new technologies including automation, cloud computing, artificial intelligence (AI), and big data. Changing reporting lines, departmental roles, or management levels are all part of this process. For better communication and quicker decisions, businesses are moving away from functional to matrix structures or forming cross-functional teams. Redesigning fundamental business processes is a common need for organisational change. To achieve this goal, it may be necessary to use lean approaches to streamline processes, enhance supply chains, or decrease waste. In any change, people play a crucial role. Leadership programs, training, and efforts to boost employee engagement and skill development are common components of organisational change. To initiate and maintain change, organisations should prioritise developing a leadership pipeline that can steer the transition (Babalola, 2021).

- **Relationship between Employee retention in Chinese organisation and Organisational transformation through Employee engagement**

When workers are emotionally invested in what they do for a living and in the success of their company, the researchers say that they are engaged. Staff members who are engaged care about the organisation, know what it stands for, and want to do their part to make it succeed. Employees who feel connected to their work and motivated to stay are less inclined to look for employment elsewhere, even when better offers come their way. It is especially crucial to hold on to staff in China, where competition for talent is intense. Loyalty, productivity, and job happiness are all positively correlated with

employee engagement in Chinese companies. Staff turnover is impacted by these factors. Keeping workers in China requires making them feel appreciated and linked to the company's purpose, which is especially important in a society that places a premium on social and employment stability. There are cultural aspects to consider as well, such as the significance of "guanxi" (relationships) and deference to authority. Employees are more likely to remain with a firm if they have positive connections with both coworkers and management, and this is particularly true if their own beliefs and goals are congruent with the company's purpose. When a business undergoes an organisational transformation, it makes adjustments to its strategy, culture, procedures, and structure. Adapting to changes in the market, improving efficiency, or innovating frequently necessitates these shifts, but they may be disruptive for personnel. Employee engagement is influenced by the way organisations handle transition. Changes in work habits, interpersonal dynamics, and even workers' understanding of their own positions are common during times of transformation. Employees who are invested in the company's success are more likely to welcome change and make positive contributions throughout transformation, whereas those who may fight against it or even quit. It may be especially difficult to engage during transition in Chinese organisations due to the rigidity of their hierarchical systems. Employees are more likely to be engaged, which promotes more flexibility and collaboration during the transformation process, if leaders successfully convey the vision for the change and include them in decision-making or problem-solving. The connection between leadership, organisational reform, and employee engagement, transformation, and retention is vital. Leadership styles in Chinese organisations should shift towards more inclusive, transparent, and supportive practices if they want to achieve transformation success and increase employee retention. Currently, many Chinese organisations have top-down and hierarchical leadership styles. Engaged and dedicated leaders set the tone for staff involvement with the organisation's goal. Employees are more likely to remain with the company if they see that their executives care about their growth, are open about the change, and appreciate what they do. Leaders in Chinese organisations may greatly enhance staff engagement and retention rates by demonstrating the desired behaviour and values throughout transformation and comprehending the significance of "face" (respect and honour). Organisational reform is more likely to be embraced by engaged workers. A culture of openness to change may flourish when their energy and passion are infectious. To successfully adapt, Chinese organisations must ensure that their staff are eager to embrace new technology, methods, and business strategies. Participation from enthusiastic workers increases the likelihood of new ideas and constructive criticism, both of which may aid in the transformation's overall success. Employees are more inclined to back and take part in the change if they know the "why" and can see how it was benefit the business and themselves. Group cohesiveness and organisational harmony are highly valued in China's collectivist culture. To be successful and maintain employee engagement, organisational change must include them in decision-making, provide them with clear communication, and cultivate a collaborative atmosphere. Alignment with

transformation objectives may be fostered via employee engagement efforts including team-building exercises, seminars, and inclusive decision-making forums (Haque, 2023).

Based on the above discussion, the researcher formulated the following hypothesis, which was to analyse the relationship between Employee retention in Chinese organisation and Organisational transformation through Employee engagement.

"H01: There is no significant relationship between Employee retention in Chinese organisation and Organisational transformation through Employee engagement."

"H1: There is a significant relationship between Employee retention in Chinese organisation and Organisational transformation through Employee engagement."

Table 2: ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	38514.620	951	5655.517	1053.742	.000
Within Groups	495.370	943	5.356		
Total	39009.99	1894			

In this study, the result is significant. The value of F is 1053.742, which reaches significance with a p-value of .000 (which is less than the alpha level). This means the "H1: There is a significant relationship between Talent Management and Employee Retention Employee retention in Chinese organisation and Organisational transformation through Employee engagement" is accepted and the null hypothesis is rejected.

DISCUSSION

Preliminary results from this research corroborated the beneficial relationship between TFL and TSL and staff retention. Findings suggest that TFL and TSL may help keep staff around for the long haul, which is especially important in the pharmaceutical sector. Previous study has shown similar results. According to the results of this research, the actions of a direct supervisor may influence subordinates' decisions to remain with the company. Put simply, when workers have a good impression of the leadership style, it makes them less likely to consider quitting the organisation. Longer employee retention rates are associated with the reforming style of a transformational leader that places an emphasis on ethical principles and encourages creativity among their subordinates. The results supported the idea that SET is related to transactional leadership, which is

a style of management that uses objectives and incentives to motivate employees to stay with the company. The second conclusion indicated that there was a substantial positive correlation between TFL and employee engagement, but no evidence that TSL had any effect on engagement. The results of previous research on the topic of TFL and employee engagement were similarly consistent with this finding. The findings show that TFL has a beneficial effect on increasing employee engagement. Put simply, when leaders' vision motivates their followers, they are more likely to actively participate in the job. Conversely, there was no substantial relationship between TSL and employee engagement. These new results contradict previous studies. Employees in the pharmaceutical industry may feel they have little say in company decisions due to executives' transactional style, which might explain why the connection is so weak. Employees are less invested since they have less chances to learn new, creative abilities. Therefore, it is reasonable to conclude that TFL is an important factor in determining employee engagement among Bangladeshi pharmaceutical workers, and that the negligible correlation between TSL and engagement is tolerable. Employee engagement is positively correlated with employee retention, according to the third result. This confirms what the earlier research had found. Therefore, it is reasonable to assume that rising employee retention rates are influenced by the level of employee engagement. The results hold water in the pharmaceutical sector since employee engagement has a direct bearing on behavioural outcomes like organisational loyalty. Longer tenures at the same company are common among workers who are enthusiastic about what they do for a living and have a favourable outlook on the company overall. So, it's reasonable to assume that pharmaceutical firms were able to hold on to their staff with a high engagement guarantee. The fourth discovery is that employee engagement acts as a mediator between TFL, TSL, and retention. The findings of the research corroborated the hypothesis that employee engagement mediates the connection between TFL and retention rates. The results are relevant to the pharmaceutical business as it is right now, and the study backs up previous research. Observing leaders who are attuned to their needs and who prioritise personal growth really motivates followers to work more deeply. In addition, by encouraging their subordinates to think beyond the box, transformational leaders may guarantee high engagement. Therefore, TFL is crucial for pharmaceutical workers to be highly engaged. Additionally, workers will have an ethical need to cooperate with these executives and remain with the company for a longer period. Accordingly, the relationship between TFL and retention is moderated by employee engagement.

CONCLUSION

According to the research, leadership and workers work together to achieve organisational success. The leadership must pay greater attention to the details of the day-to-day operations. Leadership should remain at the backs of the staff, which will assist to maintain them firm, passionate, realistic, and practical. Employees are

inspired, involved, and productive because leaders inculcate a sense of purpose in them. Everyone, from leaders to members, must work together towards shared objectives. When leadership and workers work together, the organization's performance may be greatly enhanced. The same holds true for members; they must have access to cutting-edge logistical and technical resources to face both opportunities and difficulties with confidence. Developed nations shell out about $1 billion every year to inspire, educate, and involve their workforce, according to studies. Therefore, leaders should provide social, moral, psychological, ethical, and emotional support to employees to engage them productively as knowledge workers. Restrictions on the scope of this research might be broadened to include additional huge and mega projects and organisations, since it is now focused on SMEs. Likewise, although this research did not include any nations or continents outside of OMAN, it is easily expandable to do so. Additionally, only three forms of leadership were included in this analysis. There is a greater opportunity to study leadership styles in a variety of circumstances. Also, a comprehensive literature evaluation served as the foundation for this investigation. The model it created can be validated using data, and its findings may be applied to other domains and situations.

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