EXAMINING THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT IN THE IMPACT OF ORGANISATIONAL TRANSFORMATION AND ENTREPRENEURIAL ENVIRONMENT ON EMPLOYEE RETENTION IN CHINESE ORGANISATIONS

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ABSTRACT

Huge changes are occurring as companies get ready for the future of work. The need to think creatively and rapidly on one's feet has grown in response to rising consumer demands, changing worker habits, and new technologies that disrupt traditional business practices. Considering these changes, employee experience is becoming recognised as a key strategic focus for firms. The increasing relevance of human-centered design approaches in human resources and organisational development has led to the emergence of the employee experience conceptual framework, which aims to solve these emerging workplace concerns. However, professionals in this emerging field of study still lack a complete understanding of employee experience design, its relevance, or the procedures associated with its development and administration. As a result, these are the main areas of inquiry into the employee experience that this article takes up. A definition and investigation of the term "employee experience" are presented in this thesis. The researchers would also want to examine the role of employee engagement as a go-between for the employee's experience and the organization's dedication and performance. The notion of person-environment fit is used as a theoretical basis to establish and influence the relationship between the proposed dimensions. The study uses quantitative techniques derived from descriptive and exploratory research. The structural equation model (SEM) is used to evaluate the experimental, measurement, and structural factors. There is much data that demonstrates the relationship between employee engagement and employee experience. Weak and unproven research suggests a clear association between length of service and employee loyalty.

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

INTRODUCTION

The scientific study of leadership has been dominated in the past twenty years by the notion of transformative leadership. Leadership research was the setting for this shift. Thus, it is not surprising that scholars and professionals in the field have taken a keen interest in the development of leadership theory and practice, seeking to assess its impact on individuals and organisations. There are many manifestations of this curiosity. Research conducted over the last several decades suggests that followers of transformative leaders are more likely to take action and produce better outcomes. Avolio et al., in their recent work published in the "Annual Review of Psychology," concluded that scholars should endeavour to uncover the mechanisms that connect leadership to significant organisational and individual results (Aboramadan, 2020).

To further understand the importance of leadership for companies, they stressed the significance of studying mediators' roles. The authors Chan and Mak noted that "transformational leadership may involve a variety of different influence processes." However, "there is still room for research to further examine the process of the relationship between transformational leadership and follower attitudes and behaviours," according to Chan and Mak. There has been a change in the meaning of "leadership" over the last several decades, with an increased focus on transformational leadership. This style of leadership is characterised by a leader who influences his team members for the better by methods such as motivating them, building trust, providing positive reinforcement, recognising and valuing their unique perspectives, and providing opportunities for growth. The term "transformational leadership" may describe this kind of management. It is possible that transformative leadership might be useful in administrative contexts. Maybe it would be more practical and helpful to hone one's natural ability to motivate colleagues via transformational leadership practises. This kind of leadership entails getting more out of one's personnel than was originally expected. Using it may also help people feel safer inside themselves, which is a nice side effect. The foundation of transformative leadership rests on four pillars: idealised influence, intellectual stimulation, personalised thoughtfulness, and inspirational motivation that foster confidence. To be a transformational leader, you need to be able to inspire others in an idealistic way. To be a great leader, you need to be able to both show their followers the way forward and encourage them to believe in themselves and their abilities. Addressing the thoughts and worries of workers is an example of leadership that may drive individuals by believing in their talents and offering real feedback on how well their efforts have been appreciated. Paying close attention means doing things like showing each person in the audience their undivided attention. The level of planning and consideration needed from a leader is seen here. Training, mentoring, task allocation based on individual skill sets, and outcome

monitoring are just a few of the many components. Not to mention a plethora of other parts. When a leader uses intellectual stimulation, it's a sign that he wants his team to be more flexible and open to new technical solutions so they can handle any situation that comes their way. Providing intellectual challenge is one way to achieve this goal. Being able to navigate across several levels of indications and obstacles might be very useful. As the stakes are higher and the work at hand is more critical, the chances of individuals requiring the expertise of a transformational leader increase (Adeniji, 2020).

BACKGROUND OF THE STUDY

There has been nothing less than a revolution in the workplace throughout the last few decades. Innovations in technology are to blame for this shift. Changes in technology and changes in demography, such as an elderly population and more women in the workforce, are causing a sea change in workplace expectations and demands. Finding a happy medium between one's career and personal life is becoming increasingly challenging as the number of working women rises. This is a natural consequence of more and more women taking jobs. A growing number of women are joining the workforce, which might account for some of this trend. Workers may now do their jobs whenever and wherever they choose, thanks to technological advancements. Because of this, workers are more likely to experience stress as a result of job-related issues interfering with other parts of their life. The researchers can no longer rely on the ideas that were once the bedrock of their civilisation. The stereotypical male employee who puts in 40 hours a week, pays close attention at the office, and never lets his personal life get in the way of his work is the "ideal worker" according to the old school of thought. This goal, however, may become unrealistic as more women join the workforce. On top of that, a lot of workers probably have a new perspective on what it takes to do their jobs well. Even if they worked long hours, it's possible that Millennials and the generation after them have noticed that their parents weren't very successful in other areas of their lives (Ali, 2021). People of the Millennial generation and the one after them could have seen this. Consequently, it's reasonable to assume that they're attempting to strike a balance between the obligations of their jobs and those of their personal life. Furthermore, younger workers with advanced degrees may be more likely to bargain for better working conditions and greater leeway to reconcile work and personal life (Hildenbrand, 2018).

This is because, in comparison to their more senior counterparts, younger employees are more likely to try to bargain for better terms in the workplace. Considering the changes mentioned earlier, it is not surprising that the work-life interface has gained a lot of attention as a topic of research and discussion in recent years. How happy, positive, and productive an individual is at work, as well as how they feel about their workplace, are all directly related to how well they manage their personal and

professional life. Achieving a healthy balance between one's work and personal obligations is the central argument of this theory. Despite previous research suggesting that people's work-life interfaces may evolve over their lifetimes, few studies have examined this topic from a life stage viewpoint. This means that the researchers understanding of how work-life balance changes across life's phases is limited. They were able to do this by conducting quantitative research at the UK's public sector AdviceCo2 initiative. The purpose of the research was to find out whether and how people's work-life interface changes as they go through different stages of life. Moreover, it considers the whole of the relationship between one's professional life and their personal life, including both the positive and negative elements of this contact (Haque, 2023).

PURPOSE OF THE STUDY

See how leadership changes, departmental reorganisations, and strategy shifts impact employee loyalty. Look at the relationship between fostering an entrepreneurial environment, one that appreciates autonomy, innovation, and risk-taking and keeping employees loyal and committed. Learn how employee engagement (the level of emotional investment, motivation, and involvement on the side of workers) mediates the relationship between organisational transformation, entrepreneurial atmosphere, and staff retention. Give Chinese company leaders actionable tips for creating and implementing transformation programs that were increase employee engagement, minimise turnover, and encourage an entrepreneurial spirit. Specifically looking at retention rates as a proxy for organisational culture and dynamics, this study aims to provide light on the topic within the Chinese setting (Bellamkonda, 2021).

LITERATURE REVIEW

The Total Selection Management Version incorporates the theory of transformational leadership into its management practices. In this model, a visionary collaborates with teams to identify areas that require improvement, creates a strategy to achieve that goal through inspiration and motivation, and finally, guides the group to implement the change. One definition of a transactional leader is someone whose primary focus is on maintaining the status quo, or "keeping the ship afloat." Remedial energy and a range of incentives are used by negotiable inventors to combat the reality that this pioneer often encourages workers by exchanging perks for performance. A negotiable innovator is less concerned with helping the firm achieve market management position and more concerned about making sure everything is working properly today. The term "employee engagement" describes the degree to which workers are emotionally invested in their jobs, the company's success, their colleagues, and the company's culture. From an organisational perspective, employee engagement is all about using new ways of

thinking and doing things to strengthen the meaningful connection that employees have, which in turn increases productivity and helps the company succeed economically. Employee participation is often seen by many as an act of superiority (Babalola, 2021).

Researchers have offered a definition of employee engagement that is both practical and comprehensive. In this case "an individual employee's cognitive, emotional, and behavioural state directed towards desired organisational outcomes" becomes apparent. Employees who take an active role in their work are more likely to have a sense of ownership over their job and more likely to remain committed and satisfied in their roles. The leaders of an organisation may influence its effectiveness via their subordinates. They bring fresh viewpoints, philosophies, and ideas to the table, which could improve the organization's efficiency. By taking an interest in their employees and trying to understand what drives them so that they can maximise their productivity. There is a constant need for and pursuit of many styles of leadership. Workplace necessities. Transactional leaders can only motivate their followers via the use of praise and rewards. As a means of motivating their employees, transformational leaders help their teams focus less on individual goals and more on the group's overall objectives. In addition to accomplishing the organization's objectives, transformational leaders may motivate their teams to remain dedicated to the purpose. Leaders with a transformative style impact employee engagement by increasing commitment and organisational success, according to several experts. According to research, leaders have a better chance of increasing staff participation if they cultivate solid and trustworthy connections with their employees. According to a large body of research, "stronger emotional connection that an employee has with their company that when paired with leadership approaches, it motivates others to work harder" is the current definition of employee participation. Leadership qualities that impact employee engagement, according to the study, include openness and honesty, a connection between organisational and personal performance, chances for advancement, the leader-follower dynamic, team collectivism, and pride in the company's community standing. When workers in service sectors are enthusiastic about what they do, customers are more likely to notice and appreciate it. Staff members who see their managers as having a significant impact on the company's trajectory are more likely to go above and beyond to assist clients. Transformational leaders have an impact on their teams by changing their mindsets and instilling a shared vision for the company. Employee engagement rises when transformative leaders provide an environment where workers feel supported, challenged intellectually, and encouraged to think creatively about resolving organisational issues. There has also been a lot of study on the link between strong leadership and productive businesses. Several things, such as features of the field under investigation and worldwide political and diplomatic activities. The definition of "leadership" is subjective and open to many interpretations. A survey of the literature on leadership finds that the word has been defined by almost as many people as there are competing theoretical frameworks for its meaning.

Leadership is the art of getting other people to work together towards a common goal. A leader with great skill in motivating his team to reach their objectives. According to these scholars, one way to be a leader is to master the skill of entrusting others with more responsibility and power. Being a leader means influencing and organising other people. collaboratively accomplishing a common goal (Bakker, 2019).

"Taking charge" means organising resources (institutional, political, psychological, etc.) in a way that inspires, involves, and satisfies the needs of followers. Researchers have proven that leadership studies predate the establishment of written history. Over the last two centuries, many things have changed in the workplace, including corporate settings, employee motivations, managers, supervisors, leadership ideologies, and many more. A number of studies have examined the link between leadership behaviours and outcomes, such as follower happiness, organisational effectiveness, and financial gain. "Leadership" might mean many things to different people, but one thing it always refers to is the ability to influence the behaviour of others, whether they are followers or not. For someone to be a leader, they must have "a mix of distinctive attributes that a person has," which suggests that leadership is more than just one individual's unique set of characteristics. Those who possess these qualities are more likely to be able to rally others to their cause. Change inside an organisation and "the things leaders do to bring about change in a group" are both components of leadership: different interpretations. A leader's approach to leading is characterised by their focus on their followers. As the field of leadership theory has grown, the number of leadership approaches has also increased. The leadership style, if used correctly, may inspire the attainment of set goals and improve organisational performance. When this type of leadership is effective, however, it has the potential to improve both organisational performance and employee perceptions. The strong link between leadership styles and organisational effectiveness prompted a plethora of studies, the findings of which informed several leadership theories (Bellamkonda, 2021).

RESEARCH QUESTION

1. How does employee engagement affect the link between organisational change and employee retention in Chinese organisations?

METHODOLOGY

The researcher opted for a quantitative approach due to the limited resources and time at their disposal. Every respondent was contacted for the survey using a random sample procedure. After that, a total of 1895 samples were collected after a sample size was calculated using Rao Soft. For those who are unable to read or write, or who are confined to a wheelchair, a researcher would read the survey questions aloud and record

their responses word for word on the survey form. Participants would be briefed about the investigation and given the opportunity to ask questions by the researcher while they waited to fill out the questionnaires. Occasionally, it is requested that individuals complete and submit surveys at the same time. The researchers used SPSS version 25 to do the quantitative data analysis. The odds ratio and 95% confidence interval worked together to provide details on the origin and development of this statistical correlation. A p-value lower than 0.05 was considered statistically significant. A thorough comprehension of the data's essential features was achieved via descriptive analysis. A quantitative method uses mathematical, arithmetic, or statistical analysis to objectively evaluate responses to surveys, polls, or questionnaires; it also relies on computational capabilities for data processing.

Sampling: This research made use of a random sampling strategy. To compile its findings, the study used questionnaires. An 1825-person sample was calculated using the Rao-soft algorithm. There were a total of 1950 surveys sent out; 1913 were returned, with 18 not being included since they were not filled out completely. Ultimately, the study used 1895 questionnaires.

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
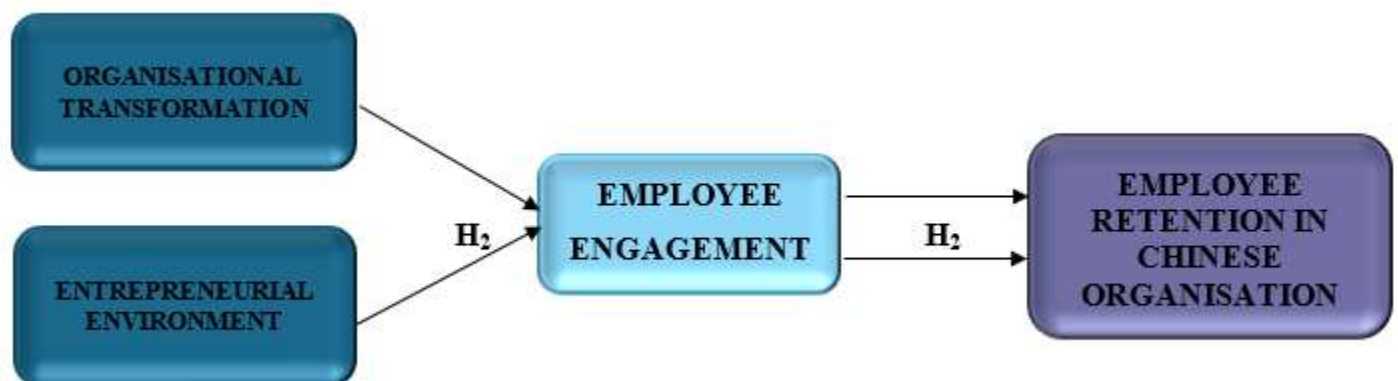
RESULT

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**

The phrase "employee retention" describes the collective efforts of Chinese businesses to hold on to their current staff, lower turnover rates, and increase happiness among workers over the long haul. Like in many other countries, worker retention is crucial to an organization's success in China's competitive labour market and fast-paced corporate atmosphere. Competitive remuneration is crucial for retaining talent. In order to retain their brilliant employees from seeking employment elsewhere, Chinese companies must pay them market prices. This is particularly important given the increasing demand for these workers' skills. Offering generous benefits packages is a tried and true method for attracting and maintaining employees. Health insurance, performance bonuses, paid time off, and retirement benefits are common components of such packages. Despite

China's strong emphasis on social hierarchy and "face" at work, a growing number of Chinese are realising the need of work-life balance. Companies that provide their employees with a welcoming workplace, flexible scheduling, and remote work options are more likely to retain their employees. While Chinese companies increasingly value team achievements, they are also increasingly recognising and rewarding individuals. An effective retention strategy may include publicly acknowledging and financially rewarding workers for their contributions and achievements. There has been a recent uptick in the number of Chinese businesses offering employees professional development opportunities. Employee loyalty might rise as a result of professional development programs including language training, seminars on leadership, and workshops on technical abilities. Because it provides them with a sense of purpose and possibilities for long-term success, companies that provide clear paths for employees to advance in their careers are more likely to retain their employees. The importance of clear channels of communication between upper and lower management is growing in Chinese businesses. By conducting frequent surveys, feedback sessions, and open lines of communication, you can solve employee issues and foster a sense of belonging. When workers have a vote in major decisions that impact them or the company overall, they feel more committed and are less inclined to quit. Workers in China value job security highly, especially considering the country's unstable economy and labour market. Organisations that value long-term employment and stability may be able to attract and keep workers who are looking for secure career opportunities. The importance of family, loyalty, and respect for authority is highly valued in Chinese corporate culture. Organisations that invest in their workers' cultural understanding and appreciation are more likely to see long-term loyalty from those workers. Collaboration is highly prized in Chinese workplaces, but personal success is less important. One popular tactic for keeping employees around is to foster an environment where everyone feels like they belong and can help out. A more collaborative and open style of management has emerged in recent years, even if many Chinese businesses still follow a rigidly hierarchical structure. Leaders that work to make their employees feel valued and supported tend to have higher retention rates. Because they feel valued and understood, employees are more inclined to stay with the company when they get mentorship and coaching from CEOs and senior managers. More and more employees, especially younger ones, are being motivated to act ethically at work by corporate social responsibility (CSR) initiatives. Companies that are ethical, have a positive impact on society, and care about the environment may have an easier time keeping their staff. Due to high demand and employee poaching, skilled workers are hard to come by in certain industries like technology, finance, and manufacturing. Additionally, there is an extremely high turnover rate among employees, particularly those in lower-skilled or entry-level positions, who often seek out better opportunities in larger cities or other metropolitan centres where wages are higher (Adeniji, 2020).

- **Mediating Variable: Employee engagement**

The researchers claim that employees are engaged when they have a personal stake in the company's success. When employees are enthusiastic about their work, proud of their accomplishments, and invested in the company's success, the researchers say that they have an engaged workforce. Passionate workers are more invested in the success of their employers, stay around longer, and provide more innovative and dedicated contributions. In order to increase organisational performance and retain top talent, Chinese companies are placing a premium on employee engagement. From a Chinese company's point of view, this article analyse employee engagement: Elements that Matter for Chinese Businesses' Participation from Workers: Clear Transparent and truthful dialogue: Methods of Interaction Open: Staff and leadership need to talk to one other. Despite the traditional hierarchical nature of Chinese company communication, more and more businesses are adopting more open and transparent practices in response to the current economic climate. Workers are given the opportunity to express their opinions and views on the firm and its choices via regular feedback meetings, which may be conducted through surveys or one-on-one talks. When workers can understand how their work contributes to the company's overall goals, they are more likely to give their all on the job. It is become increasingly crucial for Chinese companies to provide employees a feeling of purpose and show them how they contribute to the overall goal. Clear Objectives: Workers are more inclined to go the extra mile when their roles, objectives, and metrics for success are defined. The availability of learning and development options, such seminars, mentoring, and courses, is a big incentive for involvement. Companies in China are increasingly investing in their workers' careers in order to hold on to their best workers. With a clear route to promotion and the chance to rise through the ranks from within, employees may make plans for the future. Employees are more likely to take pride in their work when they have opportunities to progress in their careers. Both public and private recognition of achievements are highly prized by Chinese workers. Public recognition of efforts, whether in the form of awards, incentives, or even simple compliments, may have a profound effect on engagement and morale. By compensating employees for their labour and the results they produce, incentives like profit sharing, performance-based bonuses, and salary increases may inspire them to do their best (Ali, 2021).

- **Independent Variable: Entrepreneurial environment**

To foster creativity, initiative, and risk-taking among employees, businesses should strive to create an entrepreneurial atmosphere. This kind of work environment encourages initiative and risk-taking among supervisors, executives, and workers, which in turn boosts innovation, discovery, and expansion. Employees are encouraged to think outside the box and are provided with the tools and space they need to do so, whether it's for the development of new processes, products, or services. This policy encourages employees to try new things and see setbacks as steppingstones to success. Instead of waiting for upper-level management to greenlight a proposal, employees are given some leeway to make their own decisions and see them through. The hallmarks of empowered leadership are a lack of micromanagement, an emphasis on autonomy, and

the provision of resources to staff members without interference. As long as decisions are deliberate and contribute to the organization's objectives, employees are encouraged to take calculated risks when needed. Learning from failure: The company takes failure in a positive light, seeing it as an integral component of innovation and progress rather than an obstacle to be avoided. Employees are able to take use of the organization's resources, including money, training, and equipment, to test out new ideas and start their own businesses. The organisation establishes innovation laboratories, incubation programs, and cross-departmental cooperation as examples of supportive infrastructure that entrepreneurs can rely on. Work Together and Make Connections foster an environment where employees are motivated to collaborate with one another, regardless of their department or role. This fosters an environment where ideas may freely flow and innovative solutions can be developed. In order to encourage innovation and expansion, organisations may also seek out partnerships with entrepreneurs, startups, and other business networks. Leaders inspire their teams to think creatively and act entrepreneurially by sharing a compelling vision for the future of the business. Support from upper management: Managers and executives not only encourage workers to take the initiative, but they also back them up by offering mentoring, advice, and resources. Organisations often acknowledge and compensate workers who exhibit entrepreneurial behaviours, whether it's via monetary incentives, promotions, or public acclaim. Motivating people from the inside out means putting an emphasis on things like personal development, doing work that matters, and the satisfaction that comes from making a positive impact on the world via innovation and advancement. The company is quick to respond to shifts in the market and new possibilities, encouraging a spirit of entrepreneurship that welcomes rather than fights change (Haque, 2023).

- **Relationship between Employee retention in Chinese organisation and Entrepreneurial environment through Employee engagement**

Employee engagement may be greatly influenced by an entrepreneurial atmosphere in the workplace. Creativity, independence, and teamwork flourish in an entrepreneurial setting. Motivated, enthusiastic, and emotionally involved workers are the result of working in such an atmosphere. Employees are more invested when they are able to make choices and control their job, which makes them feel like they're making a difference to the company's success. Their innate motivation might be enhanced by this feeling of empowerment. Motivating employees to go outside the box and take calculated risks increases the likelihood that they were feel appreciated and valued. One of the most important parts of engagement is the emotional investment that results from this kind of acknowledgement. In an entrepreneurial setting, people are usually encouraged to keep learning and growing in their careers. Employees' aspirations for professional development are met, leading to more investment in both their work and the company overall. People are more likely to try new things and take risks in an environment that encourages creativity. Workers are more invested when they have opportunities to go outside the box and make a difference, which boosts their morale

and productivity. The link between an entrepreneurial atmosphere and employee retention is moderated by employee engagement, which is of essential importance. Because they have a personal investment in the company's success, engaged workers are more inclined to remain put. A greater probability of retention is associated with engaged personnel since they are more likely to have a deep emotional connection to the organisation. Workers are less inclined to quit when they identify with the company's purpose, values, and objectives. One of the most important factors in employee retention is how engaged they are in their work. There was less employee turnover if workers are enthusiastic about what they do for a living. Staff members who are invested in their work are more likely to go above and beyond in their work, which in turn boosts their happiness at work. Motivated workers are more likely to remain with a company, particularly one that fosters an entrepreneurial spirit. Workers in entrepreneurial settings often get the impression that their efforts have a direct impact on the final product. Employees are more likely to remain over the long haul when they feel their employment has significance and purpose (Babalola, 2021).

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

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

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

Table 2: ANOVA Test

ANOVA					
Sum					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	38514.620	976	5655.517	1074.312	.000
Within Groups	495.370	918	5.356		
Total	39009.99	1894			

In this study, the result is significant. The value of F is 10747.312, 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 Entrepreneurial environment 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 would 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

The study shows that for an organisation to succeed, leadership and workers must collaborate. The top brass has to be more hands-on with the little things running the show. Staff members should continue to have forceful, enthusiastic, realistic, and practical leadership that stands behind them. Leadership instills a feeling of purpose in employees, which in turn inspires them, gets them interested, and increases their productivity. The group's leaders and members alike must cooperate to achieve its goals. The company's output has the potential to skyrocket when management and staff collaborate. Members are no different; to confidently tackle challenges and seize opportunities, they need state-of-the-art logistical and technological tools. Studies show that developed countries spend about $1 billion a year on staff engagement, education, and inspiration. Leaders should thereby encourage effective knowledge work by providing moral, psychological, social, and emotional support to their staff. The current emphasis on SMEs suggests that the research's scope may be expanded to include more large and mega projects and enterprises. Similarly, it is readily possible to broaden this study to cover countries or continents outside OMAN. Furthermore, this investigation just considered three styles of leadership. More opportunities exist to study leadership in different contexts. The research was also based on a thorough literature review. It is possible to use data to verify the model it generated and then apply its conclusions to other domains and scenarios.

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