

The Impact of Leadership Styles on Employee Engagement from the Point of View of Government Agencies Employees in Tabuk City

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Abstract: The goal of this research is to find out how leadership styles and employee engagement were linked in Tabuk government organizations. In this study, the researcher used the quantitative approach and collected data by online questionnaire consisting of (45) items, (28) items from Multifactor Leadership Questionnaire (Form 5X) and (17) items from Utrecht Work Engagement Scale (UWES-17). SPSS version 23 was used to analyze a total of 71 replies (n=71) from various government entities working in Tabuk. The findings revealed that leadership styles and practices have a considerable impact on employee engagement in Tabuk's government entities. All coefficient Correlations are significant at the 0.01. From the results of the linear regression coefficient, so according to our findings, there is a direct correlation between leadership styles and employee engagement. The researcher recommended the need to develop developmental programs for comprehensive leadership patterns in order for government agencies to reach the highest rates of employee engagement.

Keyword: Transformational leadership; Employee Engagement; Transactional Leadership.

1. Introduction

It is becoming increasingly vital for government agencies in the Kingdom of Saudi Arabia to search for leadership methods that may help them improve the engagement of employees into the work environment to achieve the greatest benefit from human resources to achieve the goals of the Kingdom's 2030's Vision. After the launch of 2030's Vision, government agencies in the Kingdom sought to make major changes and develop the administrative and procedural aspects. Many concepts that were widely circulated in private sector companies, such as job satisfaction, employee engagement, and employee experience were among the concerns of the government sector in order to achieve its goals.

Employee engagement is crucial because research demonstrates that engaged workers help businesses reach advantages like reduced turnover rates, surged customer satisfaction, increased production, and raised efficiency (Buhler, 2006). The failure of the manager is due to his inability to mobilize and satisfy employees for a particular task and environment. It is the leader's duty to motivate and empower subordinates to develop their skills and seize new career chances (Lodge & Derek, 1992). Many academics have recently focused on leadership as a topic for study and research. It's a hot topic in the social sciences and affects a wide range of fields, including business, government, education, and religion. When a person has the ability to influence others in order to accomplish anything together, it's called leadership, no matter what definitions are employed. For Kouzes and Posner (2007), it is a process in which the actions of two or more people produce a product that meets certain standards. However, leadership research has swung substantially toward the comprehensive leadership approach, which is currently acknowledged as one of the extreme effective leadership styles for the 21st-century organizations (Bass & Riggio, 2006). Characteristics of effective leadership can be categorized as transformative, transactional, or laissez-faire based on theoretical considerations. As a result of this research, there are three different styles of leadership that have been identified: laissez-faire leadership, transformational and transactional. From the foregoing, we may deduce that the

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study problem is to determine how leadership styles influence employee engagement in government agencies in Tabuk.

1.1 Research Gap

The area of employee engagement has several large knowledge gaps. As a result, the employee participation research has both academic and practical implications for increasing knowledge of employee engagement and the role of leadership techniques in motivating it among government agencies operating in Tabuk. Conversely, it's vital to look into how employees view leadership styles and how they affect their engagement. Because this leadership may either facilitate or obstruct involvement, it depends on the leader's style and actions (Wang & Walumbwa, 2017). The relationship between management and employees, on the other hand, has gotten less attention in the literature. Leadership and employee engagement can be investigated to find the most effective methods for boosting employee engagement. Moreover; it might have negative effects on employee engagement. Conversely, there is a spatial gap in which the researcher has discovered no study in the field despite extensive investigation in the literature. Leadership styles and their effects on work engagement are applied on Tabuk's government organizations. In view of the 2030's vision of the Kingdom of Saudi Arabia and the need of governmental organizations for employees' engagement to increase their productivity and achieve the goals of the ambitious vision, the researcher saw that the time may be appropriate to present this study. This may have an impact on our understanding of relationship among employee engagement and leadership styles.

1.1.1 The Impact of the Studies Lies in

- Identify the type of leadership style practice most applied on of government agencies in the city of Tabuk.
- The level of employee engagement in government agencies in the city of Tabuk.
- There is a connection between leadership styles that are used in Tabuk's government institutions and increasing levels of staff engagement.

1.1.2 Study Objective

- Find out how different styles of leadership affect the level of employee participation in Tabuk's government institutions.
- Highlight leadership practices and its relationship to employee engagement in government agencies in the city of Tabuk.

2. Literature Review

2.1 Transformational Leadership

In 1960, transformational leadership was originally developed by James Macgregor Burns, according to him. Burns (1978) and Bass and Avolio (Bass, 1985a) went on to formalize the notion of transformational leadership (Tims et al., 2010). One of the most hotly disputed topics in business right now is transformational leadership (Avolio, 2003; Barnes 2013 and Hytter 2014). Leaders that are transformational go above and beyond the normal course of business by igniting the high-level desires of their followers, building a culture of trust, and persuading their followers to put the interests of the company ahead of their own (Bass, 1985). To add to this, Rao (2014) characterized transformational leadership as a method of motivating people to work toward common goal by connecting with them, understanding their needs, and assisting them in realizing their full potential, all of which leads to positive outcomes for the business. Idealized influence, inspirational motivation, intellectual stimulation, and individual consideration are all parts of transformational leadership (Avolio and Bass, 2004). It is a powerful feature of transformational leadership that allows followers to walk into the shoes of their leaders so that they can achieve all that they are capable of. Motivational Inspiration- Employees are engaged and work hard to attain organizational goals when transformational leaders inspire them with deep motivation. Transformational leaders encourage their staff to be more creative and innovative in the workplace by posing new questions, reframing old problems, and applying new approaches. Finally, Individual Consideration - Transformational leaders perform like coach or mentors to subordinates, educating and guiding them to improve their work performance, which benefits both the employee and the firm.

2.2 Transactional Leadership

Bass (1985) defined transactional leadership as a type of leadership that inspires employees to accomplish desired objectives via the use of incentives, clarifying performance evaluations, clarifying feedback on work results, and providing conditional rewards when employees achieve the goal. Employees' demands and interests are taken into consideration by supervisors in the process of transactional leadership (Bass, 1985). This is based on the premise that each and every one of your employees has individual wants and needs. It is the goal of a transactional leadership to supply the demands of his workers so that they operate in accordance with their employer's expectations." Repetition of rewarded conduct and disappearance of disregarded behavior are two of the most basic assumptions behind the impact of transactional leadership on social capital. Employees will perform better for their

employer if they are rewarded for their outstanding work in the framework of transactional leadership. However, if workers are not recognized for their hard work, they will cease working hard. Thus, under transactional leadership, supervisors and workers have a reciprocal connection, and this reciprocal relationship impacts the conduct of their subordinates (Bass, 1985).

From a three-pronged perspective, the transactional leadership style explains leadership behavior. Benefits That Are Dependent on Other Events- Passive management is broken into two categories: It is important for leaders to ensure their subordinates that they will be rewarded for a job well done. Employees are rewarded for their efforts, but they are also criticized and chastised when they fall short of expectations or fail to meet deadlines. Managers that actively manage by exception keep tabs on the work product of their staff after establishing expectations and benchmarks for their own performance. The managers also make an effort to monitor workers' work for faults and anomalies, fix the problems, and enforce the company's laws and regulations. Only rectifying their workers faults as they occur, rather than adopting preventative measures is a kind of passive management that is regarded inactive by these managers.

2.3 Employee Engagement

According to Schaufeli and Bakker (2004), employee engagement is the mental state associated with work that is defined by liveliness, dedication, and responsiveness. You must be in a persistent and pervasive affective-cognitive state that is not focused on a specific thing, incident, person or activity to be engaged. According to Kahn (1990), employee engagement is described as an employee's mastery of his job task, in which he commits to his work, then works and expresses himself physically, cognitively, and emotionally while performing his obligations. A definition of job engagement is provided by Brown (Robbins, 2003), who says that an employee is deemed engaged when he or she can psychologically identify with his or her work and believes that his or her performance is significant not just to the organization but also to himself. According to Schaufeli, Salanova, González-Romá, and Bakker, "a work-related state of mind is characterized by liveliness, dedication, and immersion" (2002, p. 74).

An organization's ability to anticipate productivity, job happiness, employee loyalty, and other vital outcomes is directly tied to the level of engagement its employees feel in their work (Bakker, Demerouti et al., 2003; Bakker, Schaufeli, Leiter & Taris, 2008). The positive impacts of employee involvement have been studied in a number of studies. Employee engagement is closely associated to key organizational results in any economic context, according to a large-scale Gallup study (2013), and it is an important differentiator of organizational competitiveness. The study looked at a total of 49,928 businesses or workplaces, with a total of 1.4 million employees working for 192 different companies. According to the findings of the study, there was a reduction in turnover of 25 percent in organizations with high turnover and a reduction of 65 percent in organizations with low turnover. Additionally, there was a reduction of 37 percent in absenteeism, 28 percent in attrition, 41 percent fewer incidents related to patient safety, 41 percent fewer incidents related to quality (defects), 21 percent higher productivity, 10 percent higher customer metrics, 48 percent fewer safety incidents, and 22 percent higher profitability. Some researchers refer to employee engagement as "work engagement" while others refer to it as "employee engagement." However, when it comes to describing employee involvement, these two phrases are identical. Management can use employee engagement, also known as job engagement, to help their employees overcome their lack of motivation and productivity (Saragih & Margaretha, 2013). Most people believe that the level of dedication that the people in an organization have to the organization and their work is one of the factors that motivates them to go above and beyond what is expected of them. Additionally, this attachment factor influences the decision of employees to remain or leave the company. Extra-role activity, such as OCB (Organizational Citizenship Behavior), and a desire to leave the company were found to be related with both occupation and organizational commitment by Saragih and Margaretha (2013).

2.4 The Relationship between Transformational Leadership and Employee Engagement

Here's the clear relation among greater employee engagement and higher workplace productivity. To achieve organizational success, all businesses make a concerted effort to maintain a stable and dedicated workforce. Organizational leaders play a critical role in fostering an atmosphere where everyone is focused on improving their own performance. Employee engagement has been emphasized in past research studies. Academic research on employee involvement and transformative leadership is lacking. According to Hayati et al. (2014) there is a substantial association among the success of transformational leadership and employee engagement. Employee engagement and transformational leadership are closely linked, according to Joubert and Roodt (2011). According to Bezuidenhout and Schultz (2013), transformational leadership enables the alignment of individual and organizational goals. Engaging followers, establishing common ground, and increasing both the leader's and followers' motivation are all components of transformative leadership. Northouse (2010) asserts that transformative leadership has a major influence on an organization's capacity to retain a motivated, engaged, and dedicated workforce. Bass (1985) asserts that a transformational leader who inspires and motivates his or her employees is more likely to encourage their peers to work harder. Several research (Zhu et al., Gill & Lawler, Walumbwa & Lawler, Yukl & Harter, Harter et al., 2002; Kirkpatrick & Locke, 1996; Howell & Avolio, 1993) have

shown that transformational leaders encourage their followers to put up extra effort and become more engaged in their employment.

Employee engagement should improve as a result of each of the vision-centered transformational leadership actions. In the first place, having a clear vision could help employees absorb the aims and values of the firm and appreciate the importance of their contributions and set goals to achieve this vision. Employees could become more enthusiastic about their work if they feel confident in the link between it and the company's future. Emotional contagiousness can also be used by inspiring communication. The term "emotional contagion" refers to the subliminal method in which a person's emotions can be passed on by replicating their own expressions (Barger & Grandey, 2006, p. 1229). If workers follow this procedure, they are probably to be inspired by the leader's encouraging words. Conversely, sub conscientious and physiological employees are susceptible to the leader's emotions (Barger & Grandey, 2006). So, to conclude that, when employees imitate their superiors' behavior, they may develop strong feelings for them.

Leaders pique people's interest by asking them to consider events critically and come up with innovative solutions to organizational difficulties. Employees' perceptions of workplace autonomy, as well as their perceptions of increased job difficulty, may be influenced by such leader behavior, as employees are given the opportunity to approach issues in novel ways. Employee engagement has been found to improve when workers' perceptions of challenge and autonomy are improved (Gagné & Deci, 2005). Staff engagement is influenced by a leader's use of supportive leadership and personal recognition, according to social exchange theory (SET). "A series of encounters that result in responsibilities" is the meaning behind the word "SET" (Cropanzano & Mitchell, 2005, p. 874). Committing oneself to one's work is a way to show gratitude for the leadership's support (Yasin Ghadi et al., 2013). There should be reciprocation between the leader and the employee when they get something of value from the employee (such as praise, appreciation, or a job well done) (Cropanzano & Mitchell, 2005). There should be an increase in employee involvement when the transformative leadership attributes listed above is used together. Transformational leadership and employee engagement are beneficial to many firms, particularly service organizations (Hoon Song et al., 2012; Vincent-Hoper et al., 2012).

H1: Effective leadership has a major impact on employee satisfaction.

2.5 The Relationship between Transactional Leadership and Employee Engagement

Bass (1985) splits transactional leadership into two primary components: dependent compensation and management by exception as ways superiors might use to improve employee social capital. The work that must be done in order to receive the reward is clarified, and incentives are used to affect motivation (Bass, 1985). A monetary or non-monetary benefit is included in the concept of reward (in the shape of admiration, support and assistance). Employee faith in their superiors will grow if a manager rewards employees who perform well consistently and equitably since this will determine whether or not the employee will heed the supervisor's directions. Employees will perform to their leaders' expectations if they have a supervisor who is consistent and fair in contingent compensation and encourages them to work hard to meet corporate goals. Employers may create work procedures that force employees to engage and collaborate with those who follow the rules being rewarded.

W. Oliver is a well-known author. (2012). The total dimensions of employee engagement and transactional leadership have a statistically significant and direct relationship, according to his research findings (2012). In a survey of 150 Intel Malaysia employees, Padmanathan (2010) discovered that transformational leadership styles had considerably stronger beneficial effect on employee engagement than transactional leadership styles. The Utrecht Work Engagement Scale and the Multifactor Leadership Questionnaire were used to gather data. Employee engagement is strongly correlated with transactional leadership, according to correlation study and multiple regression analysis. For an organization to succeed, a leader must identify what activities their employees must take to accomplish certain objectives and goals (Den Hartog et al., 1997). In this regard, transactional leaders are excellent at defining exactly what tasks their staff must do. According to Kahn (1990), employees are probably to be content with their jobs if they are given duties that are particular, well-defined, and mentally taxing. When employees are able to accomplish important work goals, they feel more connected to the work they do and the outcomes they produce. As a result, levels of involvement are raised.

Metzler (2006) studied the relationship between transformational and transactional leadership styles and employee engagement by analyzing a sample of 251 university students with job experience. Specifically, transactional leadership predicts commitment, absorption, and ardour. Transactional leaders can encourage their employees by trading resources such as contingent rewards, based on the fundamental assumption that subordinates strive to acquire money. Offering excellent pay to employees who perform well in their jobs, such as higher salaries, incentives, and promotions, has a substantial impact on employee engagement because individuals feel inspired, motivated, and committed to attaining organizational objectives in interchange for rewards (Metzler, 2006). Employee productivity and engagement may be associated to transactional leadership by Obiwuru, Okwu, Akpa, and Nwankwere (2011). Harter, Schmidt, and colleagues conducted a comprehensive meta-analysis investigation. According to a study published in 2002 that focused on employee engagement, it is positively related to productivity, staff satisfaction, and customer satisfaction. Transactional leaders, according to these experts, will

set clear, unambiguous, and quantifiable goals and objectives, making it easier for staff to carry out essential performance areas/duties. Furthermore, transactional leaders foster employee trust because their predictable, unambiguous, and consistent leadership style allows employees to grasp the boundaries of what is allowed and severely prohibited. Feeling in charge of one's destiny motivates people to put in the time and effort necessary to succeed in the workplace. Consequently, people are more motivated and committed to their work.

H2: Employee engagement is significantly influenced by transactional leadership.

2.6 Research Model & Hypothesis

The research hypothesis is as follows, based on the following literature review:

H1: Employee engagement is significantly influenced by transformational leadership.

H2: Employee engagement is greatly influenced by transactional leadership.

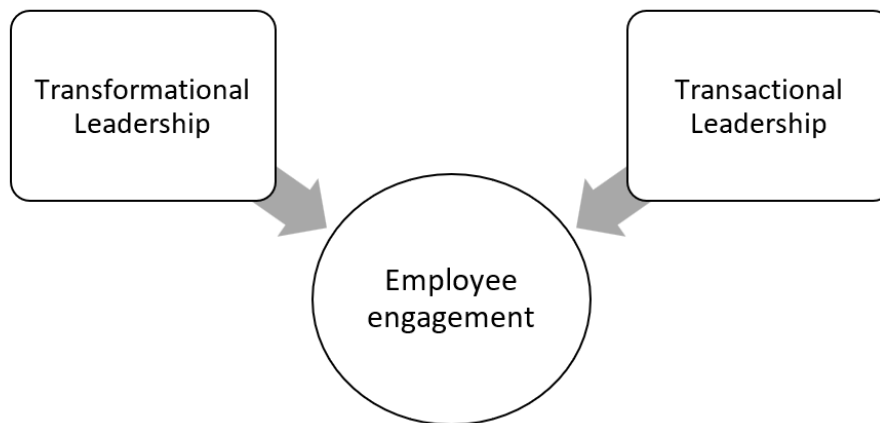


Figure (1): Research Model

2.7 Research Limit

The limits of the search were limited to:

- Objective limits: revealing the degree of employee engagement in government agencies and the impact of leadership styles (transformational and transactional leadership) on them.
- Human limits: government agencies employees in (Branch of the Ministry of Environment, Water and Agriculture in Tabuk, Municipality of Tabuk region, branch of the Ministry of Human Resources in Tabuk, branch of the Ministry of Health in Tabuk, branch of the Food and Drug Authority in Tabuk).
- Spatial boundaries: the city of Tabuk.
- Time limits: the first semester of the 2022/2021 academic year.

3. Research Methodology

How the research methods were utilized will be addressed to investigate the effect of different leadership styles on the level of employee engagement. In addition to this, there are several methods of sampling and instruments of measurement to take into consideration.

3.1 Research Design

The following information renders the research design.

3.1.1 Population and Sample Size

In the following section, population and sample size will be elaborated individually

3.1.1.1 Population

For Sekaran (2000), the term "population" refers to the group of people, events, or things that the researcher is interested in investigating. According to Neuman (2007), a study population is a collection of instances, individuals, or groups of individuals that the researcher wishes to examine. Above this, the research was accompanied on government agencies operating in the city of Tabuk, according to the Statistics Authority, the number of government employees in it is (56009) employees, and they represent the population of this study.

3.1.1.2 Sample

We can generalize qualities or characteristics of the sample to all the elements in the population by doing an analysis and comprehension of the sample's properties or characteristics, according to Sekaran (2003, p. 266). According to Sekaran (2000), the ideal sample size for most investigations is between thirty and five hundred people. The sample of employees, including managers, received online questionnaires. Every respondent has a boss or bosses to whom they reported.

Measuring Instrument

Questionnaires were used to collect data using a quantitative methodology. Three sections have been made for the questionnaire:

3.1.2 Section A: Demographic Questionnaire

On the Demographics questionnaire, participants were required to fill out the following personal information: gender, age, educational level, experience, and position.

3.1.3 Section B: Multifactor Leadership Questionnaire (Form 5X)

The Multifactor Leadership Questionnaire (Form 5X) is the instrument utilised to assess leadership in this research, with transformational and transactional leadership serving as independent variables (Bass & Avolio, 1995). The goal of this survey was to learn what employees thought about the leadership styles of their direct reports. People evaluated their employers using a set of criteria that indicated whether they were transformational or transactional leaders.

- **Transformational Leadership Factors**

Factor 1: Idealized Attributes (4 Items)

Factor 2: Idealized Behaviors. (4 Items)

Factor 3: Inspirational motivation. (4 Items)

Factor 4: Intellectual stimulation. (4 Items)

Factor 5: Individualized consideration. (4 Items)

- **Transactional Leadership Factors**

Factor 6: Contingent reward (4 Items)

Factor 7: Management by exception (active) (4 Items)

3.1.4 Section C: Utrecht Work Engagement Scale (UWES-17)

The UWES-17 breaks down energy, absorption, and devotion into three distinct dimensions. The 17-item self-report questionnaire is divided into three categories:

Factor 1: Vigor (6 Items)

Factor 2: Dedication (5 items)

Factor 3: Absorption (6 Items)

The Likert scale ranges from 1 (strong disapproval) to 5 (strong approval). The more engaged a learner is, the higher their grade.

4. Data Analysis and Findings

Following methods are used for data analysis

4.1 Analysis Method

SPSS 23.0 was used to conduct the statistical analysis. Reliability analysis, descriptive analysis, mean analysis, correlations analysis, and regression analysis were among the statistical analyses performed.

4.2 Reliability and Validity

Cronbach's alpha was used to determine scale's reliability. To verify scales' reliability, the researcher estimated the alpha coefficient for each scale used in the study. The value of the alpha coefficient ranges between 0 and 1, and whenever it approaches 1, it indicates a high reliability, and whenever it approaches 0, it indicates the lack of reliability. The spss program's version 23 was used to calculate the stability of the scales. Table (1) shows the reliability coefficients for the study scales, validity and mean.

What we mean by "validity" here is whether or not the scale truly captures the data that it is supposed to. It is mathematically equal to the square root of the reliability coefficient.

Table (1): Scale Reliabilities (Cronbach’s Alpha), Validity and Mean

Respondents = 71	items	Cronbach's Alpha	Validity	mean
Leadership styles	28	.979	.990	3.70
Transformational leadership	20	.974	.987	3.54
Transactional leadership	8	.939	.970	3.61
Employees Engagement	17	.944	.971	3.71
vigor	6	.888	.942	3.94
dedication	5	.829	.910	3.78
absorption	6	.798	.893	3.59
Total	45	.978	.989	3.72

In Table (1): The leadership styles (Transformational Leadership and Transactional Leadership) had internal consistency ratings of 0.974 and 0.939, respectively. Internal consistencies of 0,888, 0,829 and 0,798 were obtained for the three aspects of employee engagement, namely vigour, dedication and absorption in the meanwhile. Looking at Cronbach Alpha values, it is possible to rely on all the values of leadership styles, as well as employee engagement, as it was higher than 0.70.

4.3 The Respondents

The number of respondents to the questionnaire was 71 respondents, 67 males, or 94.4%, and 4 females, representing 5.6%. At the age level, 9 respondents aged between 20 to 30 years, 12.7% and 42, 59.2%, whose ages ranged from 31 to 40, and they constituted the highest percentage of respondents, and 22.5% of those aged from 41 to 50 were 16 respondents. and Finally, respondents whose ages are above 50 are 4 at a rate of 5.6%, and at the level of years of experience is 9.9%, and they are 7 respondents with less than 3 years of experience. 10 respondents with experience from 3 to 7 years, at a rate of 14.1%, and 23 respondents with experience of less than 3 years. 7 to 12 years, at a rate of 32.4%, and 31 respondents with more than 12 years of experience, at a rate of 43.7%, which is the highest percentage. As for educational qualification, we have 12 respondents with a percentage of 16.9% who hold a diploma, 32 respondents with a bachelor’s degree at 45.1%, which is the highest percentage, and 21 respondents who have a master’s degree with a percentage of 29.6%, and finally those who have qualifications less than a diploma are 6 respondents with a percentage of 8.5%. Regarding the job position, the number of respondents was 39, or 54.9%, which is the highest percentage, 19 respondents, 26.8%, are in the position of department head, 7 respondents, department managers, 9.9%, and one respondent, executive, 1.4% and other positions are 5 respondents with a rate of 7% in Table (2) below.

4.4 Descriptive Analysis

Description of the sample according to demographic factors

Table (2): Descriptive Analysis

N = 71		Frequency	Valid Percent	N = 71		Frequency	Valid Percent
Gender	Male	67	94.4	Experience	less 3	7	9.9
	Female	4	5.6		3 to 7	10	14.1
Age	20 to 30	9	12.7	7 to 12	23	32.4	
	31 to 40	42	59.2	more than 12	31	43.7	
	41 to 50	16	22.5	The position	employee	39	54.9
	more than 50	4	5.6		Head of department	19	26.8
qualifications	Diploma	12	16.9	Director	7	9.9	
	Bachelor	32	45.1	Executive	1	1.4	
	Master	21	29.6	Other	5	7.0	
	less Diploma	6	8.5				

4.5 Data Analysis

4.5.1 Correlations

In order to acquire a more in-depth comprehension of the relationship that exists between transformational and transactional leadership styles, they must be seen as being separate variables. While, employee engagement is considered to be a dependent variable, a correlation and regression analysis was carried out.

Table (3): Correlations for Transformational, Transactional Styles and Employee Engagement

		Transformational	Transactional
Engagement	Pearson Correlation	.684**	.601**
	Sig. (2-tailed)	.000	.000
	N	71	71

** Correlation is significant at the 0.01 level (2-tailed). Source: Author's calculations.

Table 2 shows Cohen's interpretation of the correlation coefficients (1988). Small effects are defined as coefficients less than 0.29, medium effects are 0.30 to 0.49, and big effects are 0.50 and higher, according to the effect size evaluation criterion for correlation coefficients. A substantial positive relationship exists between transformational leadership and employee engagement ($r = 0.684$, $p = 0.001$), as well as a significant positive relationship between transactional leadership and employee engagement ($r = 0.601$, $p = 0.001$), according to the correlation study.

4.5.2 Regression Analysis

Multiple linear regressions were used to examine the connection between the independent variables (transformational and transactional leadership) and the dependent variable (employee engagement).

Table (4): Regression

dependent variable	independent variables	R	R square	F	F Sig	Beta	T	T sig
employee engagement	transformational	.685 ^a	0.469	30.078	.000 ^b	.620	3.726	.000
	Transactional					.075	.453	.652

Explanatory variables, transformational and transactional leadership as well as employee engagement were properly considered in Table 4. The regression model was found to be statistically significant because its (F) value of (30.078) was significantly lower than the criterion of significance (0.000). That is means that, there is a statistically significant effect of the independent variables on the dependent variable. The regression analysis shows that the coefficient of determination (R square), the explanatory factors explain 68.5% of the variation in employee engagement is explained by two independent variables (transformational and transactional leadership) while 31.5% are explained by inherent or unexplained variability. The value of (Beta), which demonstrates the relationship between employee engagement and transformational leadership, came in at (0.620) with statistical significance as can be deduced from the value of (T = 3.726) and the significance (T sig = 0.000) connected with it. This means that whenever transformational leadership is improved by one unit, employee engagement will improve by (0.620) units. Also, the value of (Beta) for the variable transactional leadership came with a value of (0.075) with no statistical significance.

4.5.3 Hypothesis Testing

The calculated coefficients and t-statistics from this study are shown in the following table using a linear regression coefficient analysis.

Table (5): Hypothesis Testing

	Hypothesis	coefficient	t-statistic	Description
H1	transformational leadership \Rightarrow employee engagement	0.684	7.788	Significant
H2	transactional leadership \Rightarrow employee engagement	0.601	6.244	Significant

5. Discussion

5.1 H1: Transformational Leadership has a Significant Effect on Employee Engagement

A t-statistic value of link between transformational leadership and employee engagement factors is 7.788 according to the computation of linear regression coefficient analysis. Conclude that, it can be discussed that transformative leadership and employee engagement have a substantial link. Employee engagement is positively impacted by transformative leadership, as Metzler (2006) asserted. Consequently, the more effective the leadership style, the more engaged employees will be. Transformational leadership, according to Joubert and Roodt (2011), is highly linked to employee engagement.

H1: Transformational leadership has a significant effect on employee engagement. **Accepted**

5.2 H2: Transactional Leadership has a Significant Effect on Employee Engagement

A t-statistic value of the association between transactional leadership and employee engagement factors is 6.244, according to the computation of linear regression coefficient analysis. Conclude that, it can be discussed that transactional leadership and employee engagement have a considerable link. Transactional leadership and employee engagement have a positive association according to Aji's (2019) research, with the more transactional

leadership practices, the greater levels of employee engagement W. Oliver (2012). This research found a statistically significant and unambiguous connection between transactional leadership and employee engagement.

H2: Transactional leadership has a significant effect on employee engagement. **Accepted**

6. Conclusion and Recommendation

6.1 Conclusion

The following conclusions are reached as a consequence of the study findings:

- This study achieved its stated objectives to describe the leadership styles (transformational and transactional) in detail, as well as Employee Engagement and the relationship between them in previous studies.
- The measures used in this study are for leadership styles MLQ X5 form and UWES-17 for Employee Engagement
- The quantitative method was used in this study and a questionnaire consisting of 45 questions was created.
- Through the data collected in this study, the level of practicing transformational leadership came with an arithmetic mean (3.54) and transactional leadership with an arithmetic mean (3.61).
- The level of Employee Engagement in government agencies operating in the city of Tabuk came with a mean of (3.71).
- The data collected and analyzed in this study indicated that there is a relationship between the independent variables (transformational leadership and transactions) and the dependent variable (Employee Engagement).
- Where the results of the correlation showed that transformational leadership ($R=0.684^{**}$) is more associated than transactional leadership ($R=0.601^{**}$) with Employee Engagement and the importance of both at the level $p < 0.01$.
- This indicates that any change in the independent variable (transformational leadership and transactions) may lead to a change in the dependent variable (Employee Engagement).
- There is a direct relationship between the independent variables and the dependent variable. We can say that the more leadership styles are practiced in the work environment, this may lead to an increase in the Employee Engagement in their jobs.
- The first and second hypotheses were accepted.

6.2 Recommendations

In light of the 2030 vision of the Kingdom of Saudi Arabia, the need for more research appears on transformational leadership and transactional leadership and its relationship to enhancing and motivating employee engagement in order to reach the best production environment that contributes to achieving the goals of the vision. The researcher presented this research as an attempt to enrich the Saudi library in terms of leadership styles research and its impact on employee engagement.

Both types of leadership have been found to have an effect on whether or not employees are motivated to work. However, this research found that transformational leadership is more predictive of employee engagement, the following recommendations may be helpful for the government agencies in the city of Tabuk targeted in this study:

- Transformational leadership training is recommended for managers and supervisors, as it will help them better encourage, stimulate, and engage their work team, as well as progress the overall performance of their respective business units.
- Researcher recommends a development of an annual training program from the human resources department concerned with developing comprehensive leadership and attracting and developing distinguished leaders, which may affect the performance results of these government agencies and contribute to the high rates of employee engagement.
- Leadership mentorship programs that provide managers with ongoing developmental feedback on their behaviors and how they could link to the ideal traits that generate effective and proactive transformational leadership behavior could be an addition to the formal education of leaders (Dibley, 2009).

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تأثير الأنماط القيادية على اندماج الموظفين من وجهة نظر موظفي الجهات الحكومية بمدينة تبوك

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الملخص:

الهدف من هذه الدراسة هو معرفة كيفية ارتباط أساليب القيادة واندماج الموظفين في الجهات الحكومية العاملة في تبوك. استخدم الباحث في هذه الدراسة المنهج الكمي وجمع البيانات عن طريق استبيان على الإنترنت يتكون من (45) فقرة ، و (28) فقرة من استبيان القيادة متعدد العوامل نموذج X5 و (17) فقرة من مقياس الاندماج في العمل لأوتريخت (UWES-17) تم استخدام الإصدار 23 من SPSS لتحليل إجمالي 71 استجابة (ن = 71) من مختلف الجهات الحكومية (فرع وزارة البيئة والمياه والزراعة بمنطقة تبوك، أمانة منطقة تبوك، فرع وزارة الموارد البشرية بتبوك، فرع وزارة الصحة بتبوك، فرع هيئة الغذاء والدواء بتبوك) العاملة في تبوك. كشفت النتائج أن أساليب القيادة وممارساتها لها تأثير كبير على مشاركة الموظفين في الجهات الحكومية في تبوك. جميع معاملات الارتباط ذات أهمية معنوية عند 0.01. من نتائج معامل الانحدار الخطي، ووفقاً لنتائجنا، هناك علاقة مباشرة بين أنماط القيادة ومشاركة الموظفين. وأوصى الباحث بضرورة وضع برامج تنموية لأنماط قيادية شاملة حتى تصل الجهات الحكومية لأعلى معدلات مشاركة الموظفين.

الكلمات المفتاحية: القيادة التحويلية؛ القيادة التبادلية؛ اندماج الموظفين.