

Moderation role of transactional leadership on employee engagement: Recent challenges in Indian start-up companies-SmartPLS analysis

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Abstract

This study is aimed at assessing the moderating effect of transactional leadership on the engagement level of employees (team members) working in start-up companies in metro cities in light of the recent increase in layoffs and resignations. This study incorporates quantitative methods, a questionnaire survey type has been carried out amongst employees (team members) across start-up companies. A sample size of 237 was finalised for this study. The respondents were among all levels in the organization. Simple random sampling technique was adopted for the study. Correlation and regression analyses were conducted using (PLS-SEM) PARTIAL. LEAST. SQUARE.-STRUCTURAL. EQUATION. MODELING. to obtain result of data-analysis. The outcomes indicate that there is relatively a positive and significant effect of the factors of perceived communication satisfaction (PCS), employee engagement (EE) (behavioural engagement, cognitive engagement, emotional engagement, physical engagement and Intrapreneurship (INT)). Also, the role of transactional leadership (TL) as a moderator facilitates the relationship of perceived communication satisfaction, employee engagement types (behavioural engagement, cognitive engagement, emotional engagement, physical engagement). However it dampens the relationship of intrapreneurship and employee engagement. The research paper makes substantial repository towards the literature and execution of the (intrapreneurship, perceived communication satisfaction & employee engagement types (behavioural engagement, cognitive engagement, emotional engagement, physical engagement and transactional leadership literature). This study also supports the employees (team members) in the target start-ups to focus on the role of leadership to be adopted, which happens to be the major contribution towards productivity through engagement.

Subject Classification: 62-Statistics.

Keywords: Perceived communication satisfaction, Employee engagement, Intrapreneurship, Transactional leadership.

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1. Introduction

India has an impressive start-up history like many other countries around the world. But ours has attracted a lot more attention due to the phenomenal growth in values and numbers. The Start-up India program was launched in 2016, and since then to-date, there have been close to 75,000 start-ups in India spreading across 56 various sectors.

According to information from the Ministry of Commerce and Industry, close to 2 lakh people are employed by start-ups that were part of the Start-up India project in 2022. (<https://www.startupindia.gov.in/>)

In terms of valuation, as of 19 July, 2022, in India there are 105 unicorns*, with a total valuation crossing over \$ 338.50 Billion. The very fact that out of ten unicorns created globally one is from India speaks volumes of our dynamic and progressive environment. Till date, 2022 has observed the onset of 19 unicorns with a total valuation of \$ 24.70 Billion (as of 19th July 2022).

*Unicorn is defined in business parlance as a start-up company which is a private limited company with a valuation of more than US \$ 1 Billion (Approx 8000 crores INR) (<https://www.investopedia.com>).

This growth of start-ups among other factors is further supported by the dynamic nature of India's economic policy – Start up India, Make in India and other incentives offered by the government. India with a GDP of US\$2.726 trillion, is predicted to be one of the most fastest growing economies in the world, post-pandemic growth of 7.0%. (IMF report and the Indian market is seen to offer a plethora of opportunities for start-ups as well (<https://www.startupindia.gov.in/>).

But this was only the one side of the glorious story of start-ups. However, in the past six months, from January 2022 to June 2022, the other sordid side of the story started to unfold - tales of substantial layoffs at start-up companies began to dominate business reporting. Indian start-ups are now also facing declining valuations and a halt in funding after sourcing a thumping \$35 billion in 2021 as investor sentiment is changing following more than a decade of positive push that helped India give birth to almost 105 unicorns in last 3 years(www.business-standard.com).

Among the other aspects, this paper intends to take up for discussion - What has triggered so many start-ups to lay off employees and what had initiated massive resignation of employees or in our technical parlance – Why did the employees feel so disengaged for the management to lay them off or for them to quit in the way they did. To understand this, we must consider the background of these start-up companies in general.

Over the past twenty years, the Indian start-up ecosystem has experienced rapid change. It was primarily driven by the strong internal motivations of the start-up founders and by employees who were passionate, inquisitive, satisfied by problem-solving, and motivated to improve society.

Many of them who had come together to form such start-ups were rich in prior corporate experience. It is because they found it restraining there and were unable to explore and express their creative ideas they took this plunge even ignoring the job security and fat packages and perquisites they had enjoyed there. Also, they found unable to relate to the so called “corporate culture” which could not guide them to be the individual they had aspired to be and in creating or being a part of idea based on the values which they subscribed to them to. Moreover, a positive change in the way most of the society received and perceived the concept of being An Employer / Entrepreneur vis-a-vis An Employee was growing positively. The success stories of India’s first unicorns and subsequently their founders and their team becoming India’s “start-up heroes”, contributed to a captivating image of entrepreneurship being “amazing” as well as “glamorous” (www.orfonline.org).

Today, it is precisely the above-mentioned characteristics / quality of the start-up founders and the team that is turning detrimental to the growth and success story of the start-ups. In furtherance to the earlier mention among other factors, considering the above, the purpose of this study is further narrowed down to show how the leadership style has impacted the start-up company right from its formation to operations. The study also explores if the leadership style has played a role in the current increase in attrition. It aims to highlight where and which types of support became unavailable, as well as the communication satisfaction being unattained and thereby impacting employee engagement levels. Finally and importantly on the reasons why the start-up ecosystem, which had initially assured or been promoting the intrapreneurship skills of employees, now has waned over time.

Qualitative research was carried out to offer perspectives on these problems. The imperatives for additional action to support India’s start-ups are outlined in the paper’s conclusion.

Problem Statement

Recently, there is an increasing trend in Disengagement levels among team members in Start-up companies reflected in layoffs and resignations. (Banerjee, 2017, Lee, Hom, Eberly and Li 2017). Start-up companies face

this challenge partially due to the uncertain organizational climate, as they are subjected to big changes and challenges in their journey (Shah, Irani and Sharif 2017).

Among team members there is a growing sense of dis-satisfaction with regard to (i) communication from Start-ups leaders and (ii) also in not effectively engaging them in the decision-making and self-development process (Intrapreneurship) as was in the initial formation period. Flexibility in leadership is important to ensure engagement with employees as it paves way for enhancing the creativity in them which is considered one of the key variable. Also as concluded in the study only when the employees are given flexibility by their leaders, they can nurture innovation in their organization in generating and applying their own ideas[10]. But instead are only urging the team members now to focus solely on the financial and operational goals envisioned by them, leading to disengagement. This change is proving detrimental to the start-up companies as it is also leading to fall in their valuation and stalling their sourcing of funds.

Objectives

1. To explore that Perceived Communication Satisfaction holds “positive relationship” towards employee engagement.
2. To determine that Intrapreneurship is related positively with employee engagement.
3. To study role of transactional leadership as a moderator on the employee engagement and its determinants.

Research Questions

1. What's nature of the association amid perceived communication satisfaction(PCS) and employee engagement (EE).
2. What is the nature of the association amid intrapreneurship and employee engagement (EE).
3. What is the moderation effect of transactional leadership on perceived communication satisfaction (PCS) and employee engagement (EE).
4. What's the moderation effect of transactional leadership on Intrapreneurship and Employee Engagement (EE).

Literature:

Intrapreneurship and Engagement:

Intrapreneurship was defined by (Pinchot and Pellman, 1999), "the process of encouraging employees to take risks and be innovative. It is also called, according to (Schollhammer, 1982) either Corporate Entrepreneurship or Corporate Venturing. Employee, to be expected to create new concepts by utilizing chances to increase economic value for the organisation. The forms of intrapreneurship according to Antoncic, B., & Hisrich, R. (2003) are innovation, risk taking, self-renewal and proactiveness. Following is the description in brief for the forms of Intrapreneurship. 1) Innovation: new ideas, creativity and experimentation. 2) Pro-activeness: acting in expectation of future problems, changes or needs. 3) Risk taking: venturing into uncertainty and committing assets. 4) Organisational self-renewal: reformulation of strategic plans, organisational change.

Employees who are given the chance to explore and experiment with novel ideas will develop an entrepreneurial culture (Pinchot and Pellman, 1999). Organisations utilizing employees' creativity and innovation freely will boost organisational performance and increase engagement (Agca, Topal, and Kaya, 2012). Employees use their intrapreneurial skills to determine the precise business needs in accordance with their market competition.. According to Vroom's expectancy theory "higher the efforts exerted by the employees, higher would be their confidence level to perform their tasks".. Thus, internal entrepreneurial initiatives within a company create additional avenues for workers to interact with their work and the company feeling engaged. Additionally, when an organisation rewards and recognises an employee's intrapreneurial behaviour, performance of the employees will improve (Vroom, 1964). Expanding chances to generate economic value for the company will likely lead to employees coming up with new ideas. Corporate intrapreneurship is encouraged by organisations to 1) expand their enterprise lines; 2) Create brand-new enterprises; 3) Use untapped talent; and 4) Keep talent on staff (Schaper and Volery, 2007). Internal entrepreneurial culture is fostered by opportunities to experiment with and explore new concepts (Pinchot and Pellman, 1999). Employees are informed of an organization's strategic corporate goals, client demands, and competitive threats. They give employees the opportunity to work in a setting that is conducive to developing their intrapreneurship skills while also balancing business and personal goals (Ramaswamy. 2009). Employees are set free to employ their intrapreneurial abilities and come up with original ideas to enhance

the operation of the company (Agca, Topal, and Kaya, 2012). They take the initiative to analyse company needs and offer creative resolutions to fix issues caused by the market. According to Vroom's expectation theory, employees who put in more effort will be more confident in their ability to complete their jobs. When the organisation rewards and recognises their intrapreneurial behaviour, their performance will be improved (Vroom, 1964). Employees' sense of ownership is fostered by incentives, supplies, and social support. They put in a lot of time, work, and energy in high-risk projects. This promotes teamwork, creativity, and stronger level of psychological and emotional connection to the organisation (Stander and Rothmann, 2010). Therefore, internal entrepreneurial endeavours within a company create additional avenues for employees to interact with their work and the company. According to research by Gawke et. al., 2019, by increasing the innovative ability of employees, employees get positive attitudes towards their work and get high level of engagement towards their work (Chieh-Yu Lin, 2006). Intrapreneurship is therefore taken into account for this study.

Present employees today place greater value on innovation, flexibility, and freedom in and outside of the job. (Cho, Laschinger, & Wong, 2006; Lockwood, 2007). Thus, we propose the following hypothesis based on core principle of the empirical and theoretical evidence:

H1: Intrapreneurship is positively associated towards Employee Engagement.

Perceived Communication Satisfaction and Employee Engagement

Communication Satisfaction in any organisation set up has been found important in research. According to the contributions of Faicione, R. L., McCroskey, J. C., & Daly, J. A. (1977) done at the end of 1970s to early 1980s aided to appreciate the magnitude of communication satisfaction in any organisation. Workplace communication satisfaction has gained prominence as the employer needs to be effective enough in communicating the happenings to employees for their better understanding and thereby better performance in their job. Eventually, good quality conversationalists create a more optimal workplace. Renowned contribution for literature of communication satisfaction in the organisation was provided by Goldhaber, G. M., Porter, D. T., Yates, M. P., & Lesniak, R. (1978). Good communication allows employees to keep internal processes running smoothly while also allowing them to form excellent relationships with people both inside

and outside the firm. Effective communication, according to the Luthans (1998), plays a critical role in industrial arguments, mis-communication, gossip, and organisational divergences.

According to contributions of (DeConinck, Johnson, Busbin, Lockwood, 2008), employee satisfaction through the way of communication with supervisors, subordinates, coworkers, and personal feedback is referred to as perceived communication satisfaction. Supervisory communication (SC) according to Miles, E.W., Patrick, S.L., & King, W.C. (1996) refers to supervisors informing individuals in their team about to be modified corporate strategies, policies, employee welfare, and administrative goals. Superiors take into account employees' requests and possibilities, and keenly seek out their suggestions for improving overall performance of the business Adelman, K. (2012). Subordinate Communication (SUC) is regular signals from juniors to higher management refers to organisation operations such as everyday work plans, performance cards, enterprise policies, processes, and practises Armstrong, M., & Taylor, S. (2014). Staffs make recommendations to senior management via surveys, conversations, or focus group interviews, promoting openness and clarity in the workplace by providing a credible and truthful point of view on across departmental concerns and grievances Adelman, K. (2012). Superiors make certain that individuals perspectives are understood and that productive conversations are held to establish defined job responsibilities and working standards. Employees create goals and acquire skills that are in line with the company's goals from the study of Bhatnagar, J. (2008) co-worker communication (CC) is precise also takes shape of free-flowing casual discussion between co-workers. It's mostly like grapevine communication, but in a good way. Personal feedback (PF) is information regarding an employee's self-performance that is useful in identifying learning gaps. Employees can identify their learning deficits with the support of an effective feedback system, which might be caused by imprecise targets and coaching prospects Deci, E.L., & Ryan, R.M. (1987). Management enriching and honest comment aids in the continuing enhancement of their professional development.

When there is communication within the company, worker productivity rises (Hellweg & Phillips, 1982). Effective decision-making is also supported by communication inside organisations (Hellweg & Phillips, 1982) and (Monge et. al., 1992). Additionally, Monge et al. discovered that communication activities have a significant impact on organisational performance results. They claimed that a participatory environment in an organisation improves job outputs and productivity.

The writers concur that to obtain communication satisfaction, one must try to strike a gentle balance between the right amount & the quality of communication. To ensure engagement, it is necessary to look at the individual components of employee communication that result in communication satisfaction. Managers must get past the misconception that additional communication is better and concentrate more intently on the types of communication that can be more efficient, according to Rodwell et al. (1998).McFarlane,et al., 1990; Miles et al., 1996;Reilly & Anderson, 1980; Rodwell et al.,1998) one can see the importance of co-workers, supervisors and upper management in determining Employee engagement levels have an impact on how well their careers are progressing over time. Hence with the described empirical and theoritical support we propose the following hypothesis .

H2: Perceived Communication Satisfaction is positively associated towards Employee Engagement.

Employee Engagement :

This concept was used in the beginning by Kahn in 1990. He defines As such "the harnessing of the self of organizational members to their work roles" " (p. 694). ""It refers to extent to which an employee is attentive and absorbed in the performance of his work tasks. [29] It means that when workers are interested in their job duties, they are not being physically involved only, but they are also alert on the cognitive level and emotionally connected to others at that concerned moment of engagement. However, the work engagement levels vary from one employee to another due to the variation of the amount of dedication and energy they contribute to their job.(Almaaitah, Harada & Sakdan, 2017)"". Employee engagement(EE) is defined as employees' emotional and intellectual attachment to their jobs and organisations Gibbons, J. (2006). "An engaged employee devotes his or her physical, emotional, cognitive, and behavioural resources to the company's goals Kahn, W.A. (1990). "Employees that are engaged are productive, highly motivated, provide valuable input, and perform well. They go extra mile to put up extra effort, are excited performing their work, and take responsibility for their own results Shuck, B., & Herd, A. M. (2012). ". Physical, emotional, cognitive &behavioural factors all contribute to employee engagement. *Physical Engagement(PE)* occurs when an employee is willing to go above and beyond to help the company achieve its objectives. *Cognitive Engagement(CE)* is referred to an individuals

mental participation and commitment in completing given responsibilities. *Emotional Engagement(EME)* is a positive emotional reaction to an organisation that includes satisfaction and a sense of belonging. (Fredricks et al., 2004) *Behavioural Engagement(BE)* is employees' additional role behaviour in doing jobs is known as behavioural engagement. "Folk theory claims that people with a constructive and encouraging attitude and diligently are engaged in their work and acclimate to business expectations Employees with an mindset of being optimistic adjust easily to changes in the workplace, demonstrating behavioural involvement. Employee engagement is an emerging workplace condition and a healthy state of mind, heart, and behaviour that is focused on achieving organisational goals . According to Gallup, a renowned authority on employee engagement, a positive employee's emotional attachment and commitment are related to employee engagement (Demovsek D, 2008). Employee engagement, then, improves employee retention by causing employees to feel emotionally connected to their company and to develop a passion for it.. In a global survey of more than 1,000 communication and HR professionals, Melcrum Publishing (2005) discovered that 74% started formally focusing on the topic between 2000 and 2004. Employee engagement is a quantifiable measure of an employee's good or negative emotional attachment to their job, colleagues, and company, which has a significant impact on their readiness to learn and perform at work, according to Scarlett Surveys.

Leadership philosophies are crucial for engaging employees within the organisation (Schaufeli & Bakker, 2004). According to Puffer's (1990) research, a leader's style affects everything from how well they accomplish their duties to how well their team members are engaged. The leader bears the greatest responsibility in the organisation; when employees quit, it also indicates that the leader has failed (Avolio et al., 2009; Shin & Zhou, 2003; Yasir et al., 2016).

Numerous researchers concluded that leaders are more susceptible to directorial orders and are criticised for using rigid leadership-styles, constantly monitoring and regulating all employees' activities, and causing adverse reactions, plummeting positive interactions, and causing employees to not share their vision and lose motivation to work, in addition to studies showing that authoritative leaders will have authoritative leadership styles (Akinbode & Fagbohunge, 2012). When a leader adopts this leadership style, engagement towards work is diminished quickly, trust among the workforce is quickly lost as employees come to recognise that they are no longer considered to be a part of the

company. If there are prospects for advancement, bad attitudes toward the organisation, and the leader is steering them away from it, eventually quitting the organisation is a signal (Nasurdin et al., 2014). Although this is not a new topic, research on leadership style is still being done to find the proper leadership style practise and find authentic leaders. This is because the significance of leadership style has been demonstrated through leadership execution as well as employee work engagement and dedication to the organisation (Dauianskait & Ydinait, 2020; Hallinger et al., 2019). As a result, academics have given the connection between leadership style and employee engagement a lot of scholarly attention (Abasilim et al., 2019). Employee engagement is positively correlated with transactional leadership, while laissez-faire leadership is negatively correlated with employee engagement (Abasilim et al., 2018; Dariush et al., 2016; Yasir et al., 2016).

Perceived Communication Satisfaction, Transactional Leadership and Employee Engagement – (Moderation)

The idea of transactional leadership is centred on short-term financial contracts, financial exchanges, or cost-benefit analysis Bass(1990)The contingent reward approach (rewards are given in exchange for achieving predetermined goals or followers' willingness to carry out their leader's wishes) and management by exception (leaders step in when staff members violate policies by putting in place clear mechanisms to enforce appropriate rules) are the two main components of the transactional leadership concept, which is based on an economic-based transaction In order to aid leaders in boosting organisational competitiveness in an era of global competition, transactional leadership is crucial just as much as transformational leadership in practise . Leadership, according to Holladay and Coombs (1993), is a behaviour carried out through communication. The definition of leadership according Faris, J. H. (1981) is "communication and other forms of behaviour which elicit among peers or subordinates voluntaristic behaviours which are consonant with the intent of the leader and congruent with the manifest goals of the organisation and which otherwise would not have occurred" Additionally, "communication is at the heart of leadership, first and foremost" Hackman(2018)

From the literatures, 270 employees from merchandising locations in Slough, United Kingdom, participated in a study to compare the effects of transactional and transformational leadership on job satisfaction. The study found that job satisfaction is not greatly impacted by

transactional leadership. Furthermore, a recent study in Serbia of 362 school primary teachers to ascertain the relationship between leadership and communication satisfaction revealed a very significant positive relationship between the two. Similarly, according to a survey of 157 full-time telecommuters from American companies, leaders tended to use task-oriented leadership techniques more often than relational ones. Among other factors, task-oriented leadership emerged as the most powerful predictor of communication satisfaction. According to academic research, task-oriented leaders emphasise output, task definition, and efficiency. According to Marlow and colleagues (2018), performance is significantly impacted by team communication. The conclusion is supported by the findings of the meta-analysis. According to Gibson et al. (2012), leaders' communication skills are crucial to the success of future management. Therefore with the evidence of the literature we formulate the following hypothesis

H3: Transactional Leadership moderates the relationship between Perceived Communication Satisfaction and employee engagement.

Intrapreneurship, Transactional Leadership and Employee Engagement –(Moderation)

Burns, J.M.(1978) contends that the basis of transactional leadership is an outcome in which the leader bestows rewards or punishment depending on the performance and effort of their employees. According to Bass(1985) a transaction or trade necessitates transactional management, which is regarded as a crucial element for having interaction between the leader and the follower. The leader typically relies on managements by exception and contingent rewards. According to Brown & Dodd (1999), quid-pro-quo leadership, which arises from leaders' capacities for controlling access to organisational rewards and creates consistency between followers' efforts to accomplish the establishment's goals and the rewards they receive, is frequently described as having a transactional nature. Additionally, according to Kreitner, & Kinicki(2007), transactional leadership focuses on defining the roles and responsibilities of employees and delivering reinforcement positively or negatively (i.e., incentives or penalties) in accordance with their performance. Employees will therefore be rewarded and penalised based on how well they execute their goals. Additionally, according to Caldwell & Spinks (1992), transactional leadership involves number of behaviours, including

performance monitoring, granting employees their personal rewards, and providing them with liable material benefits when they complete their responsibilities on time. The transactional leader, according to Luthans (2005), also makes clear the position and duty that are given to followers and offers them both 'types of rewards based on successful performance. Three elements influence it. The first factor is contingent reward, where the leader finds a way to link objective attainment and reward, offers praise for effective performance, trades support promises and resources, clarifies expectations, sets up mutually agreeable agreements, bargains for resources, and exchanges effort assistance. The second element is exception-based management (active). The leader will use this component to keep an eye on the followers' performance, rectify any deviations from the norm, and enforce the rules for error prevention. The third aspect, management by exception, is discussed (passive). Through it, the leader must only step in if there is a major issue, but he or she may postpone taking any action until he or she is informed of the flaws found.

Majority of relationships between leaders and followers, according to Burns(1978), are transactional because the leader approaches the follower with the notion of exchanging one thing for another. However, in order to achieve improved organisational performance from employees, transactional leadership restricts the leader to utilising behaviours that are centred on rewards, which regretfully have short-lived impacts, according to Batista-taran (2013) A workforce that is looking forward to personal growth is unlikely to be energised by leaders who primarily reward achievement in accordance with expectations. It is highly improbable that this style of leadership will inspire fervour and dedication to the task objectives (Khan et al., 2016). According Bass(1985), this supports the claim made by that transactional leaders are not motivated to provide high levels of motivation, work satisfaction, or commitment since they prioritise meeting the basic requirements of their staff. According to the theory of transactional leadership, an employee will perform better the more a boss rewards him or her for a job well done. On the other hand, if good workers are not recognised and rewarded, they will stop doing so. Therefore, in transactional leadership, there is a reciprocal relationship between managers and staff, and this relationship in turn governs how staff members behave divide up transactional leadership into two main parts, contingent reward and management by exception, as actions that superiors can take to create social capital among their workforce. Clarifying the required effort to receive the reward is one aspect of contingent reward, as is employing incentives to affect motivation. A non-financial reward or

a money reward can both be included in the definition of reward (in the form of support, assistance, and praise Employees will behave as expected of them if their manager is consistent and fair in contingent rewards and wants them to work hard to accomplish organisational goals. Employers who cooperate and follow set processes can receive rewards from their managers. Bosses can create work procedures that call for employee interaction and teamwork. A partnership in which the leader and the team members exchange perks and performance incentives is known as transactional leadership. Hence the following hypothesis is framed with the supporting theories.

H4: Transactional Leadership Moderates the relationship between Intrapreneurship and employee engagement.

Research Framework

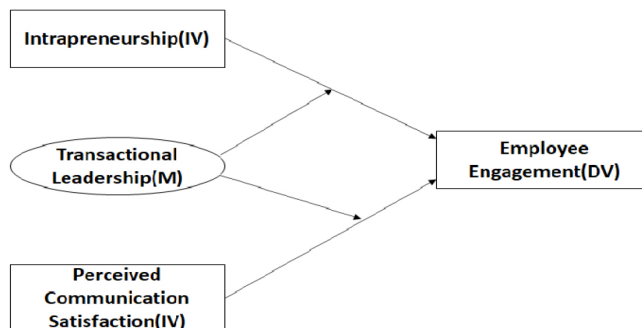


Figure 1

According to the framework, the mechanism describes how Intrapreneurship support positively to employee engagement and how Perceived Communication Satisfaction can have a beneficial impact on employee engagement. How transactional leadership affects the aforementioned relationships as a moderator.

Research Design

The current study used a survey research design. Employees in the start-up companies were considered as the study's unit of analysis. In this study, employed a simple random sampling technique, which ensures that each survey respondent has an equal chance of being picked as a subject

in a sample and permits the scholar to circulate the study sample without bias to reflect the entire study population. As a result, 237 employees from the study population were recruited. Moreover, the present study employed version 24.0 Statistical Package for Social Science (SPSS) to evaluate the respondents' demographics and initial analysis, and SmartPLS version 3.0 for analysing hypothesis. The framing of survey question includes two sections, demographic details and study variables (Perceived Communication Satisfaction, Intrapreneurship, Transactional Leadership & Employee Engagement). The research variables sections of the questionnaire are categorised into four sub-headings (Perceived Communication Satisfaction, Intrapreneurship, Transactional Leadership & Employee Engagement). Engagement of Employees (PE, BE, CE, EME) factors all contribute to employee engagement. This study took into account a 17-item self-designed questionnaire developed SC, SUC, PF & CC are the four variables that make up perceived communication satisfaction. This study used a 14-item self-designed questionnaire (De Coninck et al., 2008; Downs and Hazen, 1977).. Intrapreneurship (innovation, risk-taking, proactiveness and self-renewal), a self-designed questionnaire, consisting of 13 items developed by (Antonciic and Hisrich., 2001; Sayeed. and Gazdar., 2003).

Findings and Discussion

Descriptive Statistics

The respondents took up the survey questionnaire which comprises items on perceived communication satisfaction, employee engagement, intrapreneurship and transactional leadership. Demographic details like gender, age, working experience, were given by the respondents. Finally 237 responses received were considered valid for analyses. Upon that, 159 males (67.1%) were the most represented. Gender in the study, and 78 females (32.9%). In total, 116 participants with 31-40 Years (48.9%) were the the majorly represented group of age in the survey. followed by 20-30 Years (33.8%), 41-50 Years (11.4%) and Above 50 (5.9%).. As a whole, 105 takers with 11-15 years (44.3%) had the maximum years of work experience in the survey following 3-5 years (33.8%), Above 15 years (13.9) and 6-10 years (8%). Below, Table 1 shows the demographics profile of the respondents.

Assessment of Measurement Model

Analysis carried out to verify the measures of reliability & validity. The convergent validity was explained. Items having factor loading < 0.60 , according to Hair .J. F(2011)(2012) ought to be eliminated. The factor loadings of these items varied from 0.632 to 0.983, above recommended cut-off value of 0.60. For the values of AVE, each variable ought to have the values of AVE more the value of 0.5. As indicated in Table 2, all of the AVE values of variables limit within 0.66 and 0.76, higher than mentioned value of 0.50. In order to verify the reliability of convergent validity, Cronbach's value and Composite Reliability (CR) must be measured. According to Hair.J.F(2016) the Cronbach's value and Composite Reliability ought to have evaluated at 0.7 and greater. Table 2 shows that the outcome has a strong internal reliability within 0.83 to 0.89 and the CR outcome has a suitable value ranging from 0.88 to 0.92 both of which are higher than [20] tolerable value of 0.70. As indicated by to The Discriminant - Validity (DV) was assessed by the way of calculating the root square of the AVE used a method to evaluate the DV. Fornell.C (1981) methodology used to assess the DV, and it was found to be satisfied or attained if the exogenic difference was more the usual value among variables to The square root of the AVEs is represented by the diagonal values highlighted in Table 3 below, whilst the off-diagonals represent the study variables' correlations. Squaring the root values of AVE of the constructs is higher than the correlations of the other constructs, according to the Fornell-Larcker criterion. As a result, all of the DV measurement model's requirements were met. As a result, Tables 2 and 3 had founded the research's convergent and divergent variables.

Table 2
Results of Construct Reliability (CR) and Validity.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Employee Engagement	0.831	0.84	0.887	0.664
Intrapreneurship	0.893	0.925	0.926	0.76
Perceived Communication Satisfaction	0.843	0.901	0.892	0.677
Transactional Leadership	0.891	0.923	0.917	0.69

Table 3
Results of Discriminant Validity

	(EE)	Intrapreneurship	(PCS)	Transactional Leadership
(EE)	0.815			
Intrapreneurship	0.708	0.872		
(PCS)	0.895	0.616	0.823	
Transactional Leadership	0.816	0.474	0.868	0.831

Assessment of Structural Model

The outcome revealed that the use of product indicator method to check on the path analysis. Results depict the employee engagement R^2 adjusted included as shown in Table 4, value is 0.851– by PLS- SEM gives intensified illustration Chin, W.W. (1998), To check the moderating effect of the transactional leadership, f^2 . $f^2 = R^2_{\text{included}} - R^2_{\text{excluded}}$

$$1 - R^2_{\text{included}}$$

After analysing the moderating effect with the above calculation, as shown in Table 5, next the hypothesis were analysed. . For the relationships mentioned in hypothesis, the path estimates. and .t-statistics were studied by means of a bootstrapping approach with a re-sampling of 500. Figure2 and Table6 proved the evaluation of SEM. With the outcomes projected in Figure2 and Table 7 it showed that Intrapreneurship has a significant positive effect on the employee engagement ($t = 5.473$, $p < 0.000$). Therefore Hypothesis 1 is .supported.. Similarly Perceived Communication Satisfaction has sizable effect on employee engagement ($t = 7.678$, $p < 0.000$). Thus hypothesis 2 is supported. As proposed the the moderation role of transactional leadership exhibits insignificant effect on the relationship between PCS and EE ($t = 0.773$, $p = 0.44$). Thus hypothesis 3 is not supported and this result meaning the relationship between PCS and EE is strengthened and there happened no moderation of the transactional leadership .Specifically the moderation role of transactional leadership exhibits significant effect on the relationship between Intrapreneurship and employee engagement ($t = 3.021$ $p < 0.000$). Thus hypothesis 4 is supported and this result meaning the relationship between Intrapreneurship and employee engagement is weakend and there happened a moderation of the transactional leadership .Thus hypothesis 4 is backed. Inorder to assist the results simple slope analysis

were also conducted to check on the accuracy of the data analysed. Figure 3 represents the moderation effect of transactional leadership on the relationship between Intrapreneurship and Employee Engagement . This steep line shows higher the Transactional leadership role there is a lower engagement happening among the employees. Similarly figure 4 depicts the moderation effect of transactional leadership on the relationship between perceived communication satisfaction and Employee Engagement . This steep line shows higher the Transactional leadership role there is a higher engagement happening among the employees.

Table 4
Results of R and Rsquare Adjusted

	R Square	R Square Adjusted
Employee Engagement	0.853	0.851

Table 5
Results F square

	Employee Engagement
Employee Engagement	
Intrapreneurship	0.313
Perceived Communication Satisfaction	0.367
Transactional Leadership	0.084

Table 6
Results of Model Fit

	Saturated Model	Estimated Model
SRMR	0.171	0.171
d_ULS	4.471	4.471
d_G	12.231	12.231
Chi-Square	5937.466	5937.466
NFI	0.32	0.32

Table 7
Results of Hypothesis testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Decision
Int_EE_TL -> Employee Engagement	0.249	0.25	0.083	3.065	0.003	Supported
Intrapreneurship -> Employee Engagement	0.217	0.209	0.04	5.512	0	Supported
PC_EE_TL -> Employee Engagement	0.031	0.042	0.04	0.747	0.44	Not Supported
Perceived Communication Satisfaction -> Employee Engagement	0.503	0.487	0.066	7.421	0	Supported

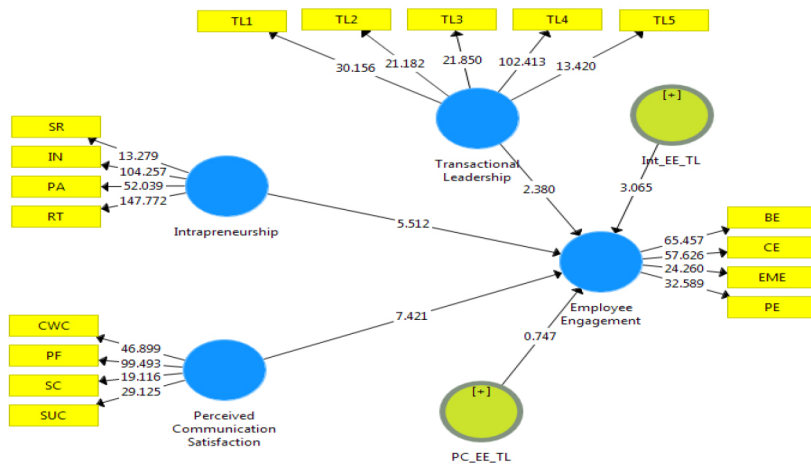


Figure 2

Structural Model PLS-SEM- bootstrapping moderation association

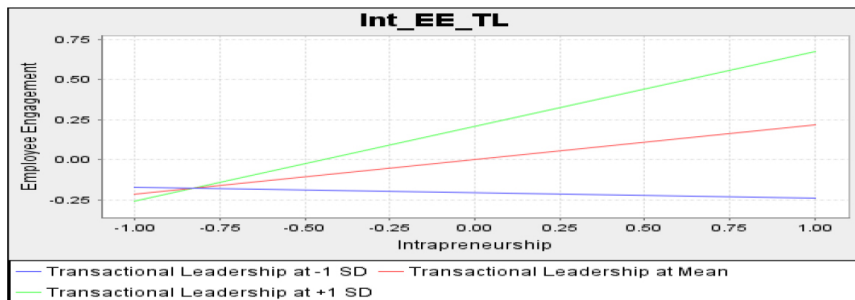


Figure 3

Results of Slope Analysis Intrapreneurship->TL->Employee engagement

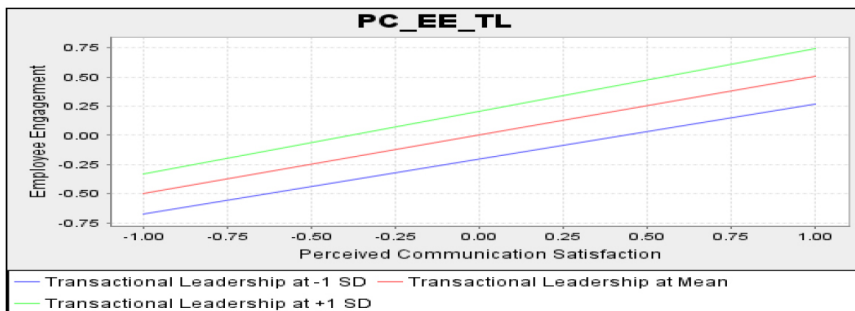


Figure 4

Results of Slope Analysis Perceived Communication Satisfaction->TL->Employee engagement

Theoretical and Practical Implications

Theoretically, the foremost input of the existing research is to link One of the leadership style to the drivers of employee engagement intrapreneurship(Vroom's Expectancy Theory) and Perceived Communication satisfaction (Social Exchange theory) which has been discounted or unheeded in the leadership growth literature of the past. The current research excellently donates to the existing repository of knowledge by examining the role of transactional leadership among Start -up organisations at the emolyee(Individual) as a social exchange process in the outlook of Social Exchange theory and Vroom's Expectancy Theory, which had been ignored . This finding supports to the progress literature of leaders, acknowledging the importance of a leadership style

to be adopted in the start-up organisations. In addition, Intrapreneurship skills motivates individuals towards the more contributions as in line with the expectancy theory and feel more engaged. The present research also contributes by researching the moderating role of Transactional leadership on the relationship amongst intrapreneurship and Employee Engagement and the perceived communication satisfaction. Almost, the outcome of this research can be used by the start ups organisations as it is fully focused on how a leader performs and directs his team. This procedure shall significantly boost the engagement of the employees and lessen the challenge of jobburnout for the employees(team members). The research assists the leaders or the founders of the start up organisations to focus on the development of the organisation with more qualified employees(team members) and their ideas to scale up the business. Furthermore, the result of this research can enable the leaders to build a successful team that forms the core criteria in ranking up to the best start ups companies in the country and to sustain a steady and scalable growth.

Limitations and suggestions for further research

This research includes numerous theoretical and practical contributions, similar to previous studies. It offers ideas for further study but also has some limitations. The primary problem with the study is that it only considers intrapreneurship and perceived communication satisfaction as indicators of employee engagement. Additional factors that may have contributed to employee involvement in different organisations may be examined in further research in this area. Additionally, transactional leadership is one of the leadership philosophies used as a moderator in this study. Moderating variables including demographic traits, which were also disregarded in this study, should be included in next research. The current study, which was carried out in a specific metropolis, only analyses the staff in start-up organisations as a unit of analysis. Future research should therefore widen the study's focus to incorporate additional companies.

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