

**Leadership styles and their influence on employee engagement within the
Australian NDIA providers**

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Statement of Original Authorship

The work contained in this thesis has not been previously submitted to meet requirements for an award at this or any other higher education institution. To the best of my knowledge and belief, the thesis contains no material previously published or written by another person except where due reference is made.



Signature: _____

Date: _____21/04/2026_____

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Keywords

Employee Engagement, Leadership, Leadership Style, Participative leadership style, NDIA (National Disability Insurance Providers) Providers, NDIS (National Disability Insurance Scheme), Transactional leadership style, Transformational leadership style

Abstract

Leadership is important in relation to employee engagement and motivation but there has been minimal research done on how leadership can play an important role in influencing employee engagement in the NDIA situation. The paper can fill this gap by discussing the ways in which three different leadership styles, transformational, transactional and participative, can produce an impact on employee engagement in Australian NDIA providers. The literature review that exists demonstrates that employee engagement, leadership styles and organisational success have a high correlation in such industries as healthcare, education and finance. Research indicates that workplace cultures, meaningful communication, and appreciation motivate employees. However, despite the numerous studies on transformational, transactional, and participative approaches to leadership in the corporate and international context, little research has been conducted into the dynamics in the NDIA sector. The conducted review has been systematic in nature and it adheres to the PRISMA model (Preferred Reporting Items to Systematic Reviews and Meta-Analyses) in the transparency that has to be maintained throughout the process of article selection, screening and analysis of the articles, respectively. To determine the possible recurring patterns in the leadership styles and engagement outcomes, thematic analysis of the data was performed with the six-step framework developed by Braun and Clarke (2006). The sources of information used in this research can be found in academic literature about leadership and employee engagement, the annual report (2022-2023/2023-2024) of the top ten listed NDIA providers in Australia, and online published employee reviews on platforms like Glassdoor and Seek, which offered an insight in real time on how do employees feel about their workplace.

The study has shown that transformational leadership is largely conducive to employee engagement by virtue of inspirational motivation, intellectual stimulation, and personalised attention to motivate and empower the employees. Similarly transactional leadership has been indicated to enhance short-term or temporary interaction which is through the provision of a clear direction, rewards on their performance, as well as clear expectations, but it had little effect on the long-term motivation. Participative leadership, on the other hand, appears to play a significant role in ensuring that employees are kept interested in the long term. This was due to the fact that open communication, where employees participate in decision-

making and planning, and the employees are granted greater control on their positions and work they are happier at their work, they are more creative and they are more likely to remain in their job. The general outcomes of the thematic analysis indicated that the NDIA providers with the utilization of transformational and participative leadership styles had a greater level of engagement and offered the best services than the ones with transactional leadership styles that were predominantly utilized. It has been reported and employee feedback indicates that leaders who support inclusion, recognising contributions and ensuring that the role assigned to employees aligns with the mission of the organization have higher outputs in terms of engagement and quality of service. It provides NDIA executives and policymakers with evidence-based concepts on leadership development strategies that would enhance the well-being of employees, retain them in the workforce, and make the organisation collective more effective in delivering disability services.

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List of Abbreviations

NDIS: National Disability Insurance Scheme

NDIA: National Disability Insurance Agency (Providers)

Chapter 1: Introduction

1.1 BACKGROUND

The definition of leadership presented by Meraku (2017) describes it as the act of motivating people to fulfill their desired objectives (Meraku, 2017). Leaders tend to be people oriented. Leaders carry out information exchange by communicating with organisations as well as their workforce. By sharing their dedication with devotion, a leader inspires others to adopt the same purpose. Leadership communication methods allow others to focus better and boost their total confidence levels. Through effective leadership team members can advance in their professional growth along with personal advancement (Satterthwaite & Millard, 2017). The definition of leadership presented by Meraku (2017) describes it as the act of motivating people to fulfill their desired objectives

Leadership represents the selection of leaders which helps groups achieve collective objectives. The dynamic leadership approach provides positive outcomes for all participants (Silva, What is Leadership?, 2016). Through Bass (1990) we find that leadership defines the relationship between group members who often need to redesign their environment as well as member goals and perspectives. Leadership emerges when one member of the team influences both the capabilities and motivations of the rest of their team members. Every member of a group holds the potential to lead certain responsibilities. The field of management has been giving close attention to leadership styles. According to several academics, a leader's approach significantly affects how well the employees perform inside an organisation. Therefore, Leadership style implemented by an organisation can shed light on its overall operational performance (Yahaya & Ebrahim, 2016).

Employee performance and engagement can be improved by implementing suitable leadership style thus advancing organizational success. Every leader and employee hold the responsibility to maintain a productive workplace environment for mutual gains while enhancing organizational strength. Leaders have control over most elements which determine the motivation and satisfaction of their employees (Singh & See, 2022). Employee engagement refers to the employee's positive attitude towards the organisation and its values. For the betterment of the organisation, an engaged employee works with colleagues to improve job performance and understands the business environment. An employer-employee relationship that benefits both parties is necessary for the company to foster engagement (Markos & Sridevi, Employee Engagement: The Key to Improving

Performance, 2010). Therefore, it is crucial for the organisational leaders to comprehend their role, how it affects employee engagement, and how it indirectly affects their performance.

An independent governmental organisation, the National Disability Insurance Agency (NDIA) has an important role to the management, coordination, and delivery of assistance to people with disabilities and the National Disability Insurance Scheme (NDIS). The NDIA was established with the intention of revolutionising the delivery of disability support and serves as the primary drive for the whole NDIS system. The National Disability Insurance Agency executes NDIS qualifying criteria enforcement while also implementing policies and monitoring program development. As independent agencies NDIS operates together with NDIA to provide a single vision of changing the lives of disabled people through its collective purpose (National Disability Insurance Agency (NDIA), 2023).

Though the previous research addresses the leadership style and employee engagement in different contexts and different approaches, none of them focus on NDIA; and it is this gap that this study aims to fill. This research study will fill necessary knowledge gap as it investigates the influence of leadership approaches on the Australian providers of the National Disability Insurance Agency. This study aims to find essential information for NDIA providers which will enable them to implement effective leadership styles which will not only boost employee's engagement but also enhances the service quality in general. And thus, identifying leadership styles through this research study will enhance both disabled person services and as well as program results. The research findings will ensure government officials along with NDIA administrators to derive and implement effective suggestions which ensures a proper service delivery has been done.

Research by experts showed that effective leadership in this field especially, requires developing a positive environment for the dignity and autonomy of people with disabilities along with handling any sort of ethical circumstances that might occur (Shogren, et al., 2015). In order to demonstrate a broader societal responsibility towards human rights, leaders shall push for any necessary policy adjustments which would improve healthcare access and equity as a result (Kendall & Muenchberger, 2009). The most effective approach for leading this group consists of collaboration and community engagement alongside participatory decision-making methods to address their challenges. Service delivery stands to improve substantially while disabled individuals gain chance to participate actively in their healthcare management and organization support mechanisms.

As far as we know, this is where the gap in existence of studies that have been conducted with leadership that has an influence on employee engagement in the context of NDIA exists. The suggested research is confident that this sector deserves further attention since such employees influence the life of disabled people on a regular basis. Since employee attitude is a direct factor influencing the client outcomes and quality of services in the disability service, this research attempts to comprehend how various leadership styles can be controlled to influence employee motivation, commitment and engagement. Thus, the paper is expected to illuminate some insights on employee engagement based on various leadership styles i.e. transformational, transactional and participative with respect to Australian NDIA providers. The study would provide details regarding the most effective leadership style those that increase employee engagement to the NDIA providers, policymakers and leaders in order to enable them to improve leadership development and experience overall organisational performance as well as achieving employee retention.

1.2 OVERVIEW OF NDIA

The National Disability Insurance Agency (NDIA) was created as an independent legislative body. They are responsible for the overall implementation and control of the National Disability Insurance Scheme (NDIS), which was established by law in 2013 (National Disability Insurance Agency (NDIA), 2023). The National People with Disabilities and Carer Council along with multiple disability advocacy organisations proposed a national disability insurance scheme during 2007 (National Disability Insurance Scheme, 2021). The Program was fully implemented in Australia by 2020 following a transition and trial period. Managing scheme finances, authorising the delivery of customised assistance packages, and keeping all Commonwealth, State, and Territorial contributions in a unified pool are all under the supervision of the National Disability Insurance Agency (National Disability Insurance Agency (NDIA), 2023).

NDIA generates reports by combining administrative/program data with survey data from both the Short Form and Long Form Outcomes Framework. The Long Form survey provides yearly June results while Short Form survey results are published three times annually. NDIA publishes information about participants and providers and finances and plan administration each quarter (National Disability Insurance Agency (NDIA), 2023). The National Disability Insurance Agency (NDIA) operates the National Disability Insurance Scheme (NDIS) which delivers people with disabilities the ability to achieve their goals and shapes their support development alongside control over their service delivery. Additionally, it promotes economic and social participation combined with independence. The

organization enables NDIS regulation as well as counselling services and financial viability reporting for the NDIS. The disability sector obtains support for growth and development from this organization. This initiative raises general understanding about disabilities as well as their social and economic factors. This data assessment technique studies disability patterns while identifying resources available to such groups and components like social factors affecting disability. This system allows for information gathering from disability and service provision to people with disabilities while enabling information assessment and mutual information exchange (National Disability Insurance Agency, 2023).

Hence, the NDIS is the scheme that seeks to offer financially specialised packages to individuals with disabilities and their family members or carers. People with disabilities who qualify for the NDIS must create a custom, evidence-based plan. The planning process has been described by people with disabilities as difficult and perplexing, and many have called it extremely stressful and emotionally draining. To be eligible for the NDIS, an individual must be under 65 years old and possess a substantial, enduring disability that significantly restricts their ability to participate in daily employment and community activities. A person who has been diagnosed as having a disability and is eligible to receive aid funded by NDIS is known as a NDIS participant (National Disability Insurance Agency, 2023). The NDIS Act of 2013 is based on the main ideas of the Convention on the Rights of Persons with Disabilities (CRPD). The convention says that people with disabilities have the same basic rights as everyone else to make their own choices and take part in political and economic life. The NDIS says that its main goal is to give people more freedom and control over the support and services they need to live on their own. To achieve this goal, it is important to make a personalised support plan that lists each person's goals and dreams, as well as the tools and help they need to reach those goals (Veli, et al., 2023). The NDIS's goal is to "help hundreds of thousands of Australians with a major and permanent disability live a better life." It wants to give people with disabilities more freedom, control, and choice by letting them choose when, how, and from whom they get help. But moving away from standardised services means that the government is no longer responsible for them, which raises the question of how the plan balances safety for vulnerable citizens with freedom and choice. The organisation of government services rarely reflects the lives of individuals and families, as evidenced by both practice and research. Individuals with chronic or complicated disabilities deal with problems and challenges that pass administrative and governmental borders. This is foreseen in the policy, which states that the NDIA and state, territory, and

Commonwealth government services share responsibility for ensuring that NDIS participants have access to mainstream services. This is based on principles that define the functions and obligations of various service systems in that area (Olney & Dickinson, 2019).

1.3 PROBLEM STATEMENT

The National Disability Insurance Agency providers in Australia work within strict regulatory boundaries of modern customer-centred care practices while organizational outcomes strongly depend on their leadership styles. Good leadership depends on employee engagement methods because they determine both customer happiness and service quality (Kahn, 1990). Current research lacks specific insights about the effects that diverse leadership theories have on these performance indicators within the NDIA service provider sector.

As far as we can understand, there is a black hole in the literature of research that has been conducted on the aspect of leadership affecting employee engagement in the setting of NDIA. The proposed work is sure that this sector should receive more attention as these employees can influence the lives of disabled people regularly. Therefore, the research investigates the current state of affairs and will provide NDIA providers with more information that can be used to develop strategies and policies that impact leadership styles and employee engagement.

This study sheds light on influence that different leadership style brings to employee engagement within Australian National Disability Insurance Agency providers. Breevaart et al., 2014 stated good leadership ensures success for organisations, but researchers have not done a good job of looking at how different leadership theories influence employee engagement in the National Disability Insurance Agency in Australia. So, it's very important to find the best ways to lead that will get employees involved and make customers happier (National Disability Insurance Scheme, 2021). The absence of managerial proficiency presents a core obstacle for NDIA providers seeking to improve organisational efficacy and service excellence (Rosenbaum, More, & Orr, Guest editorial: Contextualising leadership the impact of strategy and culture in healthcare and disability services, 2023) (Altinay et al., 2019). The analysis of the case and the assessment of the interconnections of leadership styles, employee engagement strategies, levels are developed to fill this knowledge gap. The analysis yields significant insights regarding effective leadership strategies and improved outcomes in employee performance.

1.4 RESEARCH QUESTIONS

Main Question:

1. In what ways various leadership styles influence employee engagement within Australian NDIA (National Disability Insurance Agency) service providers?

Sub-Questions:

- i. In what way transformational leadership style influence employee engagement within Australian NDIA service providers?
- ii. In what way transactional leadership style influence employee engagement within Australian NDIA service providers?
- iii. In what way participative leadership style influence employee engagement within Australian NDIA service providers?

1.5 RESEARCH OBJECTIVES

Main Objective:

1. To explore how leadership styles affect the employee engagement in the Australian NDIA providers.

Sub-Objectives:

- I. To explore the effect of transformational leadership on employee engagement of Australian NDIA providers.
- II. To explore the role of transactional leadership on staff engagement in the Australian NDIA providers.
- III. To examine the impact of participative leadership in employee engagement in Australian NDIA providers.

1.6 SIGNIFICANCE OF THE STUDY

The study assesses the role of various leadership styles in determining the level of engagement of Australian NDIA Providers workforce members. Leadership implemented within institutions creates immediate effects on performance results (Northouse, Leadership: Theory and Practice, 2021). As a contribution to leadership theory research this study evaluates practical results stemming from different leadership approaches. The research increases our factual understanding about how leader conduct alters staff commitment levels (Bass & Riggio, Transformational Leadership, 2006). Also, the performance and retention

of employees in any organization relies heavily on the engagement of its employees. Hence, finding out which style of leadership encourage more employee involvement in this industry and provides valuable information for developing better stimulating work environments (Akingbola, Rogers, & Intindola, 2022). The study also addresses a missing element in research through its delivery of quantitative findings regarding leader styles in the Australian NDIA provider industry. The study results can be used as a source of conceptual and practical developments regarding leadership styles in Australian NDIA providers (Bryman, 2016).

1.6.1 Theoretical Significance

This theoretical approach attempts to strengthen this leadership research by testing which leadership style mostly increases the engagement level of their employees and delivers good service. The methodology provides real findings from a distinct organizational environment which harmonizes with leadership styles such as transformational leadership (Bass & Riggio, Transformational Leadership, 2006), offering factual data in a particular setting of the organization. Through the principles and values of transformational leadership, leaders can actually stimulate remarkable performance in their employees while ensuring these outcomes also positively benefit the organization and not just the personal interests (Bass & Riggio, Transformational Leadership, 2006). Mostly organisations achieve thriving participation of employees while creating organizational success through transformational leadership methods that builds constructive team relations and creativity, as per Bass and Riggio (2006).

Bryman (2016) further adds insights regarding additional comprehension about leadership effectiveness which involves noticing organizational and cultural differences and reacting accordingly to their specific outcomes. Research shows that transformational leadership styles when adopted they directly benefit Australian NDIA providers by enhancing employee engagement. This study seeks to address academic voids while extending our understanding of leadership style influence in disability services specifically within National Disability Insurance Agency providers operating in Australia (Bryman, 2016).

1.6.2 Practical Significance

The research findings from this study ensures NDIA Providers' managers and also the legislative representatives with important data for the implementation of which leadership styles for which organization and which style mostly boosts the employee engagement. This research adds value to stakeholders as it delivers factual data about which leadership style suits the best for employee engagement in Australian NDIA providers. The disability service

providers can use these results to implement a better organized leadership approach which increases productivity level among employees as well as enhance the service quality. Leadership support combined with enhanced work situations enables employees to enhance their retention and job satisfaction and motivation. Personnel who received adequate leadership engagement while maintaining high motivation will deliver superior quality services oriented towards individual customers thus benefiting NDIS members who receive these services. The gathered information serves governmental and regulatory organizations as a foundation for enhancing national quality standards and making policy-related choices. Executive business leaders together with managers can use these research outcomes to develop strategic plans for company cultural enhancement.

This research will add to the theoretical information on the subject of public service leadership among researchers and training developers while enabling specific leadership development initiatives for the disability services industry. Organisational performance along with client results depend heavily on these practical outcomes from which strategic decision-making and employee development processes can be affected (Yukl, 2013).

1.7 DEFINITION OF KEY TERMS:

<u>Key Terms</u>	<u>Definition of Key Terms</u>
Leadership	Leadership refers to the process through which one member of the group inspires the rest to achieve a shared objective (Northouse, Leadership: Theory and Practice, 2018)
Leadership Style	Leadership style refers to how the leader treats his or her followers, especially in dealing with them in terms of communication, authority and decision making (Yukl, 2013).
Employee Engagement	Employee engagement can be described as the mechanism under which employees change themselves according to the demands of their jobs and also present themselves physically, intellectually, and emotionally in the process (Kahn, 1990).

Transformational leadership style	Transformational style is the approach that identifies followers in the organization to utilize their encouragement, persuasion, and enthusiasm to achieve clear understanding leading to shared goals
Transactional leadership style	Purwanto et al. (2020) states a cost-benefit analysis between the leaders and followers is the most prevalent type of description of transactional leadership. Transactional leadership implies that the leaders communicate, establish clear goals and objectives, and coordinate tasks and activities with the cooperation of their employees to ensure that more comprehensive organisational goals are obtained.
Participative leadership style	According to Wang (2022) participatory leadership is democratic form of leadership that engages the personal goals of the employees in the organisational objectives and in effect, enhances the organisation strategy of ownership among employees in the management and decision making processes of the organisation.
NDIA (National Disability Insurance Providers) Providers	NDIA providers are companies or individuals who are authorised with the agency to offer support to NDIS participants (National Disability Insurance Agency, 2023).
NDIS (National Disability Insurance Scheme)	The Australian Government has created the National Disability Insurance Scheme (NDIS) in 2013, to fund and assist the eligible people with disabilities (also referred to as "participants") so that they can have their reasonable and essential necessities met National Disability Insurance Scheme. (2021). <i>NDIS Quality and Safeguards Commission</i> .

Table 1.1: Definition of Key terms

1.8 THESIS OUTLINE

Chapter One: Introduction

Chapter one gives a background and the overview of the NDIA and how the leadership style affects the engagement of the employees and the quality of the services delivered in the disability services. That is followed by the research questions and immediately afterwards the research goals that will transform the research questions into effective methods of probing them are presented. The chapter discusses the contribution of the study to the theory of leadership-engagement studies and its application in real life among the NDIA providers and policymakers. It contains a table of essential definitions (such as styles of leadership, employee engagement, NDIA provider, and NDIS) to ensure that key concepts and variables are used accurately and unambiguously from the beginning and to maintain terminology consistency throughout the thesis.

Chapter Two: Literature Review

This chapter begins with brief definitions and conceptual connections, develops a systematic understanding about leadership and employee engagement. Then it outlines the different leadership styles, which states the basic principles and actions related with transformational, transactional, and participative styles. For each style, the chapter discusses how specific behaviours or actions of leaders' function as mediums that influence engagement outcomes like vigour, dedication, and discretionary effort. The chapter concludes by identifying the research gap within the Australian NDIA providers and subsequently outlines the propositions developed based on the literature that has been reviewed. The propositions provided are statement of testable findings regarding the effects of transformational, transactional and participative styles and their practices on the employee engagement in the NDIA provider settings.

Chapter Three: Methodology

This study has used the chapter methodology which includes, research approach, design as well as collection of data strategy. It addresses the means and approaches applied to find data sources utilized, inclusion and exclusion criteria, and integration of design with study objectives and research questions. The chapter describes the PRISMA methodology, the identification, screening, eligibility, and inclusion, that were used to select the academic literature. Moreover, it explains the process of thematic analysis that involves

familiarisation, coding, theme development, review, definition, and reporting. It also contains the table of codes which has been created as a result of the analysis which include the codes representing the leadership mechanisms like vision meaning, recognition, clarity oversight, voice participation and empowerment autonomy and short definitions and indicators. Therefore, the chapter explains the steps of how the data shall be gathered, refined, coded and combined into the themes which shall in turn answer the objectives and the research questions of the study.

Chapter Four: Data Analysis

This chapter follows a thorough analysis of thematic analysis of the themes set in Chapter Three. Each theme is provided with a table containing the articles that are relevant and obtained within the PRISMA process. The articles also have a brief summary that presents the key points, keywords, methods, and the particular part of the leadership involvement, which each article discusses. Those tables are then used in the chapter to attempt the two types of analysis of each theme: an analysis of academic articles which involves compiling the relevant articles and a secondary data analysis which involves compiling secondary data sources such as annual reports of the top ten listed NDIA providers in Australia in 2022-2023 and 2023-2024 and employee reviews of the company that have been posted on popular websites like Glassdoor and Seek. Lastly, each theme discussion has been arranged in a systematic manner based on codes established in Chapter Three.

Chapter Five: Findings and Conclusion

This chapter is devoted primarily to the most important findings and conclusions of the study. It has compiled the above chapters analyses into illustrating the influence of different leadership styles in the degree of employee engagement in the environment of NDIA providers. The findings are a mix of both scholarly research and secondary data such as annual reports and employee reviews. They provide direct responses to the questions of the research and emphasize the trends that continue reoccurring in the results. The results have been categorized according to style of leadership. The results show that transformational leadership which involves vision, recognition as well as individual encouragement are related to enhanced engagement and enhanced individual effort. Both transactional leaderships are characterized by explicit expectations, contingent rewards that are just and proactive monitoring that enhance engagement, particularly in the circumstances that demand a high degree of compliance in combination with respectful supervision. The

participative leadership style supports the process of sharing decisions, communication, and empowerment, in addition to fostering psychological ownership and joint problem-solving, which subsequently maintains the engagement in the long-term. These findings demonstrate that the different styles will engage NDIA settings in varying ways.

The conclusion is a summary of the research findings and results as it illustrates the relationship between the three leadership styles and the level of employee engagement at the NDIA providers hence respond to the research questions and objectives. The transformational leadership has shown great and long-lasting engagement enhancement due to vision, recognition and personalised support, which is in line with the person-centred of the NDIS. Transactional leadership is clear, fair and operational in stability especially in compliance situations. However, its efficacy becomes more efficient when paired with the process of meaning-making, and interaction; the use of controls alone can lead to short-term improvements only. Participative leadership has been shown to increase voice, ownership and collaboration and is always associated with heightened engagement when applied in a wise manner within regulatory limits. When the finding is viewed as a whole, it is apparent that a balanced mix of transactional, participative, and transformational methods, dependent on the context, could attract the largest number of people to be engaged in the NDIA settings and correlate well with the research questions and objectives.

Chapter 2: Literature Review

2.1 INTRODUCTION

Engagement of employees and a good leader are important constituents of success of an organization. Boundary leadership means directing and motivating employees so that they can reach their full potential and help the organisation reach its goals (Northouse, Leadership: Theory and Practice, 2018). The National Disability Insurance Agency (NDIA) Quality and Safeguards Commission says that leadership is important for putting person-centred care and techniques for continuous improvement into practice across the organisation (National Disability Insurance Agency (NDIA), 2023). According to data gathered from both Australian and foreign contexts as well as the NDIA, outstanding leadership promotes employee engagement, which in turn improves organisational performance and service quality.

The literature review, discusses the Australian NDIA context, including the participant-centred focus and regulatory expectations, and defines the fundamental concepts of leadership, leadership styles, and employee engagement. After that, it examines the main theories of leadership and focuses on three styles that are essential to the thesis: transformational, transactional, and participative. These styles are described along with their major features and the ways in which they might influence engagement. Additionally, it describes common engagement measures and the reasons that engagement is important for service quality, performance, and retention in disability services.

2.2 LEADERSHIP

Certain people select their leaders in defined circumstances to achieve collective targets through interactive leadership processes (Silva, What is Leadership?, 2016). The complex leadership framework operates through motivation and guidance of team members toward collective target accomplishment. The definition of effective leadership requires clear identification of both group and organizational visions and strategic plans (Northouse, Leadership: Theory and Practice, 2018). Leaders possessing excellent communication ability must express their aims and objectives and criticism plus active listening alongside recognition of others' ideas (Yukl, 2013). Effective leadership consists of teaching people to share their abilities for enhancing group or organizational success and performance through motivation and empowerment. Leadership does not require official authority because

anybody at any organizational level can demonstrate this capacity. Leading effectively demands the integration of capabilities alongside personal attributes together with organized methods which direct people toward shared targets (Northouse, *Leadership: Theory and Practice*, 2018). Despite being held in the healthcare sector, the results of Gunter et al. (2025) are very applicable to NDIA providers, as they both work in complex, resource-limited settings in which leadership has direct impact on employee engagement, workforce retention and service quality. The study concluded that in order to increase engagement of the workforce, decrease burnout, and improve the overall healthcare results, it is critical to develop leadership capacity.

A leader requires emotional intelligence that helps them manage their own emotions as well as understand others' emotional states. The development of healthy relationships together with well-informed choices becomes possible through this practice. Leaders need adaptability and flexibility as a core leadership ability because they need to adjust their plans based on emerging information and changing circumstances in modern times (Heifetz, Linsky, & Grashow, 2009). Organizations should have delegation and also empowerment to achieve greater output outcomes and promote careers. The most important leadership principles are ethical behaviour and integrity that requires leaders to make ethical decisions and be fully transparent and accountable. Good performance is only encouraged through good leadership practices such as the development of good working environments and recognition of achievements. Getting inspired and being motivated constitute vital factors in this equation. Effective leaders must have strong decision-making abilities together with problem-solving competencies since they need to collect important information to evaluate consequences to make decisions aligned with their objectives (Heifetz, Linsky, & Grashow, 2009).

2.3 LEADERSHIP STYLES

Leadership style refers to the approaches and strategies by which leaders manage team inspiration while directing team members (Bass & Riggio, *Transformational Leadership*, 2006). Within transformational leadership theory, staff members receive motivation through communication-based practices that establish clear visions and create meaningful purposes to exceed expected performance levels (Northouse, *Leadership: Theory and Practice*, 2018). The approach of transactional leadership focuses on continuous evaluation of staff members through performance assessment as it establishes reward-based structures which determine penalties (Winkler, 2009). However, Servant leadership places team member needs and

growth at the forefront to build an atmosphere of moral support in the workplace (Eva, Robin, Sendjaya, Dierendonck, & Liden, 2019).

Leadership style demands a custom approach which cannot have a universal solution. The requested leadership approach should transform based upon the current situation together with the directed group and their established goals. The optimal outcomes for teams or organizations can be achieved through leadership style adaptation by their leaders (Abbasi, 2018). The success of teams and organizations mainly depends on which leadership approach they choose to use. Leaders reach optimal success by directing their groups through what they learn about different leadership approaches along with their potential effects. Santosa et al. (2025) indicate that leadership styles have a strong influence on employee engagement in organisational settings, which implies that NDIA providers can increase workforce engagement, through relational and inclusive leadership styles based on the complexities of the service environment.

The distinctive feature of autocratic leadership is individual control due to leaders making decisions without substantial involvement from others (Hoogh, Greer, & Hartog, 2015). Under democratic leadership the team takes part in decision-making processes through which their opinions become valuable inputs. Personal under laissez-faire leadership enjoy extensive autonomy in their work tasks since they receive minimal guidance regarding goal achievements (Yang & Yang, 2018). Each leadership approach comes with both strengths and weaknesses and the effectiveness of a leadership method depends heavily on organizational requirements together with employee settings.

2.3.1 Transformational Leadership style

Transformational leadership leads to the achievement of great successes among the subordinates and builds their leadership potential through the leadership of a leader. There are four primary elements present in this style of leadership that involve idealized influence and intellectual stimulation as well as personal consideration and inspirational motivation. The visionary leadership of transformational leaders produces appealing perspectives that drive their followers to achieve joint targets (Bass & Riggio, Transformational Leadership, 2006). Through their critical voice and mind, they generate innovation and creativity within their organizations (Avolio & Yammarino, 2013). These leaders understand that every follower possesses unique skills which they recognize to provide personalized motivational support (Northouse, Leadership: Theory and Practice, 2018). A transformational leader reaches respectability and builds trust among their followers through moral leadership basics

(Kouzes & Posner, 2017). Transformational leadership, according to Lai et al. (2020), enhances the work engagement of the employees, which subsequently results in increased job performance and improved workplace behaviour. Transformational leadership approach in NDIA organisations can enhance employee engagement through motivation, purpose and support, which is critical in retaining workforce and provision of disability services.

Under transformational leadership subordinates receive inspiration to reach outstanding objectives as their leaders simultaneously help them develop their own leadership abilities. This method of management surpasses basic operational monitoring to create advancement strategies which will boost business and group performance to new success levels. Transformational leadership defines itself through successful engagement and modification of employees' beliefs and attitudes toward organizational objectives (Bass & Riggio, Transformational Leadership, 2006). Organizations now accept transformational leadership as the standard for regularly unpredictable business environments because this leadership approach helps build adaptable organizational cultures which excel at change management along with continuous improvement initiatives (Bass & Riggio, Transformational Leadership, 2006). Transformational leadership serves organizations which need substantial changes such as corporate offices together with schools and nonprofit organizations. Transformational leaders develop outstanding results by creating high engagement and creativity among their team through their focus on vision development and inspiration and personal development.

2.3.2 Transactional leadership style

Organisations using a leadership approach which focuses on performance maintenance and organizational arrangement and supervisory tasks employ transactional leadership. The leadership method focuses heavily on schedule commitment while using award systems and discipline measures to achieve organizational targets. Leaders employing this approach achieve success when tasks have clear objectives since they rely on reward systems combined with penalties to encourage employee motivation (Suhendra, 2021). The control system employed by transactional leaders includes rewards which they use to manage their followers. Leaders who practice this approach focus on achieving organizational targets along with task performance and group supervision. Task completion alongside following rules and procedures forms the base of this strategy while its major goal remains to preserve activity flow (Bass B. , 1990).

The leadership approach of transactional leaders follows established protocols by setting objectives and standards and applying rewards for good performance and enforcement of consequences for failures. This method succeeds best when chores follow routine schedules and there exist well-defined objectives (Burns, 1978). The clarity which transactional leadership establishes regarding roles and duties results in effective management together with efficient short-term goal achievement as studies indicate (Bass B. , 1990). The underlying work environment requires organization and established tasks along with defined objectives for this approach to succeed. Studies demonstrate that transactional leadership achieves efficient management through role clarification leading to short-term objective success (Bass B. , 1990). Since the approach maintains current operations above promoting change it might fail to foster innovation and creativity. The motivation and engagement which transformational leadership brings to followers supports long-term growth yet operational efficiency stems from transactional leadership (Bass & Avolio, Transformational leadership: A response to critiques., 1993).

2.3.3 Participative leadership style

Participative leadership stands as Democratic leadership which builds teamwork through collaborative decision-making that involves team member opinions. Participatory leaders develop responsibility and decision-sharing capabilities as well as supportive behaviour among followers (Gastil, 1994). Team members under participatory leaders experience unrestricted open communication because leaders ensure everyone can exchange honest information without restrictions. This encourages cooperation and understanding (Kouzes & Posner, 2017).

Participative leadership brings exceptional outcomes to dynamic complex settings because diverse member opinions lead to creative and useful answers. Research findings confirm that implementing team member capabilities and knowledge through participative leadership practices boosts team output together with innovation levels (Vroom & Jago, 1988). Research shows that implementing participative leadership through all team member capabilities results in enhanced team productivity together with improved innovation. The process takes time, yet it could be inappropriate when fast decision-making is essential (Somech, 2006). Most people view participative leadership as an efficient method to produce cohesive teams which are motivated and productive.

2.4 EMPLOYEE ENGAGEMENT

Employee engagement refers to the emotional commitment of employees in their organization and their adherence to the corporate goals. Workers who demonstrate engagement normally exceed job expectations since they dedicate both increased commitment and enthusiasm to their roles. Such positive emotional connection leads to enhanced operational performance and decreased staff turnover and higher organizational results (Kahn, 1990). The levels of employee engagement depend on meaningful work together with rewards and recognition as well as opportunities for professional development and encouraging leadership and a positive company culture according to (Bakker & Demerouti, 2008). Engaged workers create better along company relationships because they maintain positive interactions with their colleagues. Kular et al. (2008) emphasise that leadership, organisational culture and perceived support are crucial factors affecting employee engagement. This is extremely applicable in NDIA providers, as disability support workers need effective leadership, systematised communication, and organisational assistance to facilitate emotionally charged care settings. Leadership is thus important in enhancing engagement, retaining workforce and delivering quality person-centred care.

Organisations have learned through multiple research studies during the last decade that workforce engagement becomes critical for organizational success. The factors that create employee engagement comprise work-life balance together with company value alignment and autonomy as well as encouraging management and growth prospects and pleasant work relationships and recognition along with rewards as well as an inclusive workplace culture. Workers will show more participation when leaders support their decision-making power combined with competent managerial support. Higher work engagement exists within organizations where employees find developmental prospects and receive credit for their accomplishments (Harvard Business Review, 2013).

2.5 LEADERSHIP STYLE AND EMPLOYEE ENGAGEMENT

Success of organizations strongly depends on how engaged their employees remain while being guided by effective leadership practices. Boundary leadership requires guiding and inspiring colleagues for them to reach their complete performance while joining forces with business objectives (Northouse, Leadership: Theory and Practice, 2018). Organizational performance depends heavily on the two inseparably related aspects of leadership and employee engagement (Bass & Riggio, Transformational Leadership, 2006). The act of

leading requires directing staff while motivating them to achieve their highest career levels and support them to collaborate with company targets.

As the workforce becomes more diverse, leaders and managers must make sure that employees are healthy and happy. Khanom and Shee (2024) examined the influence of managers' and employees' co-creation of workplace diversity on positive leadership (PL) style, which subsequently enhances employee well-being (EWB).

Employees show better engagement when leadership teams demonstrate their effectiveness according to global research studies. These 1.4 million employees from 192 companies across 49 industries and 34 countries in a Gallup poll established direct relationships between high engagement levels with increased profitability by 21% and productivity by 17% along with increased customer satisfaction ratings by 10%. Organisational performance shows clear connections with leadership methods according to the research findings (Gallup, 2017). The same patterns occur in Australian public service. Employee engagement in public service operations directly correlates with leadership excellence according to the Australian Public Service Commission (APSC). Employee retention and productivity alongside enhanced service delivery are the results of the agencies that have high employee engagement rates as reported by the State of the Service Report (APSC, 2018). Research conducted at the University of Melbourne demonstrated that transformational leadership creates better organizational success by growing employee commitment and organizational wellness (Gallup, 2017).

The NDIA sector requires effective leadership because it faces challenges in providing disability services. Leadership plays a vital role according to the NDIA Quality and Safeguards Commission in establishing both continuous improvement and person-centred care practices across the organization (National Disability Insurance Agency (NDIA), 2023). Business sector evidence shows that leadership models that transform and involve workers achieve exceptional success in energizing employees to boost both job satisfaction and customer service quality. The implementation of "Positive Cultures Project" in different Australian disability care services serves as an example demonstrating this concept. The project results indicated that when leadership empowered workers it led to higher employee commitment alongside reduced staff departures (National Disability Insurance Agency, 2023).

Data collected from Australian and international settings along with the NDIA shows excellent leadership drives employee engagement which leads to enhanced staff satisfaction and better organizational performance and service quality.

2.5.1 Transformational Leadership and employee engagement

Transformational leadership has four elements. The degree to which followers identify the value, confidence, belief, power, and ethical or moral position of leaders; the capability to associate with the qualities of a leader; the loss of self-interest to other more significant group goals is called idealised influence. Second, the term inspiring motivation means how the leaders can convey their beliefs so that they can motivate and inspire the followers to reach their objectives. Third is intellectual stimulation, and this can be defined as leaders who do not accept the status quo and the underlying assumptions but challenge their followers to do the same and they are open to new and innovative ways of handling problems (Lai, Tang, Lu, Lee, & Lin, 2020). The last consideration is individualised consideration in which leaders support and consider each follower emotionally just like the mentors or coaches do. It is through these four dimensions that transformational leaders get people involved and realise commendable outcomes.

Research by Kaiser, Hogan and Craig (2008) shows that people who follow transformational leadership feel connected to a collective group instead of being separate from others. When followers identify as part of a shared collective, they become more motivated to carry out group ideals and objectives for societal improvement. A research study by Hayati et al. (2014) indicates a positive and meaningful effect of transformational leadership on work engagement and all its dimensions. It demonstrated how transformative leaders use modelling to convey their passion and immense authority to their followers. According to Bass (1985), workers who reported to a transformational leader who directed them by motivating them and gaining their trust, were more likely to put in more effort at work.

2.5.2 Transactional Leadership and employee engagement

Transactional leadership restricts the leader to employing reward-based behaviours, which only produce temporary results, to get better performance out of their staff. As Khuong and Hoang (2014) research state, the relationship between transactional leadership and employee engagement was negative. Extent of research studies that explore the relationship of transformational leadership and employee engagement are relatively substantial, but the number of studies that explore the relationship between transactional leadership and employee engagement are relatively few.

Transactional leadership is mostly dependent on the leader's abilities, the followers' collaboration, and their faith in the chosen approach. These leaders take into account what their followers think when they negotiate to get them to do things that will help them reach certain goals. Transactional leaders use their social skills to inspire, teach, guide, develop, and change their followers more than they are influenced. Most of the time, the focus is on getting the most out of short-term gains and results. Transactional leaders use making decisions as a way to heal emotionally. The leaders still make the final choice, but they talk to their followers and get their opinions to different degrees. Transactional leaders typically only hire a small number of highly qualified employees for their companies, in contrast to classical leaders. The understanding base of followers in transactional leadership is slightly superior to that of followers in classical leadership.

2.5.3 Participative Leadership and employee engagement

A more democratic style of leadership, participative leadership, provides the employees with a better sense of ownership and allows them to align their personal objectives with the ones of the company. This approach allows leaders to promote transparency and collaboration, as well as trust, yet they remain the ultimate decision-makers. This style stimulates employees to listen, respect one another with the help of such methods as value-based leadership and feedback sessions (Sarti, 2014). Ishaque et al. (2022) discovered that participative leadership boosts employee engagement by the perception of the corporate social responsibility by the employees. This indicates that in the NDIA providers in which leaders engage staff in decision-making and endorse ethical and socially responsible practices, employees will be more inclined to feel valued and identified to organisational objectives.

Participative leadership implies that the leaders and the subordinates collaboratively make decisions, and this aspect gives people a voice and makes employees more engaged in their work. It has also had significance in organisations that are shifting towards more democratic systems that appreciate trust, communication, and giving power to people. This leadership style enhances productivity, creativity and morale of the employees because it involves the workers in the driving of decisions that will lead the company (Benoliel & Somech, 2012). This reduces the dependence of workers on the formal authority and control systems. Research indicates that participative management increases work motivation, establishes a feeling of community and makes organisations more effective in the current fast and competitive world.

2.6 EMPIRICAL EVIDENCE

Extensive empirical research from various regions indicates that leadership style profoundly influences employee engagement within organisational contexts. Bass (1990) established early global frameworks that demonstrated how leadership behaviour whether transformational, transactional, or participative—directly influences follower motivation and commitment. Later studies in multiple countries confirmed these links in healthcare, education, and service sectors. They demonstrated that effective leadership contributes to increased job satisfaction, more discretionary effort, and organisational performance (Northouse, *Leadership: Theory and Practice*, 2018). Contemporary evidence shows that the ways we see, recognise, empower, and reward fairly are all universal drivers of engagement, but the way they work varies by culture and institution.

For a long time, European research has focused on standardised settings for work and formal ways of leading. Studies done in the UK, Germany, and Scandinavia indicate that transformational leadership makes employees more engaged by building trust and a shared vision. In their study, (Ghadi, Fernando, & Caputi, 2013) and (Doody & Doody, *Transformational leadership in nursing practice*, 2012), reported that transformational nurse leaders in Irish hospitals increased motivation and commitment by stimulating the mind and paying attention to each person. Mehrad et al., (2020), on the other hand, looked at Spanish organisations and found that transactional leadership worked well to make sure that people followed the rules and did their jobs well when they were following rules. This shows that Europe prefers a balance between transformational encouragement and transactional clarity. This indicates that group decision-making within organized systems helps in motivating people even within bureaucratic environments.

In examining leadership and engagement in terms of the Asian context, we usually tend to see them in terms of collectivist organisational cultures, which place emphasis on harmony and hierarchy. A study by Maundu et al., (2020) in Kenya and some studies in the similar countries provided the same results in Indonesia, Malaysia, and even China, showed that transactional leadership, in particular, contingent reward, had a positive but moderate effect on engagement, depending on whether the leader's provided recognition and fairness. Purwanto et al. (2020) demonstrated that the transactional and transformational styles could enhance teacher innovations and performance when applied to the favourable organisational climates in Indonesia. Similar reports have been made in Hong Kong by Chan (2019) and India by Vinod (2022) who found that participative leadership boosts psychological

empowerment creating a feeling of belonging that promotes involvement in corporate and service sectors.

In the Asian economy, participative behaviour thrives with leaders who have a combination of direction and relational inclusiveness, as it reflects the cultural beliefs of direction and group cohesiveness. African and Middle Eastern research indicates that participative and transformational style is valuable in ensuring that people are more entangled in the construction of organisational cultures. Juma et al., (2023) demonstrated in the Kenyan county health services that participative leadership significantly enhances psychological empowerment and motivation particularly where workers feel they have a say in any decision made to impact their work. According to Akpoviroro et al., (2018), participative leadership not only helped the Nigerian organisations work in harmony but also elevated morale affecting engagement and performance. Studies by Qatar and Saudi Arabia, such as in the case of Al-Dossary (2022), indicate that a combination of the transactional and transformational elements is efficient in the hospital management and can encourage accountability and commitment. All these reports point to the fact that when leaders replace the hierarchical rigidity with collaborative inclusiveness and fair recognition, engagement in emerging economies would succeed.

The transformational leadership style is the most crucial predictor of engagement due to empirical studies in North America. In Canada, Boamah et al. (2018) discovered that transformational nurse managers create more empowering workplaces that result in the increased job satisfaction and safety outcomes. Findings of research carried out in the United States by Hayati et al. (2014) corroborated the fact that idealised influence and inspirational motivation lead to the development of follower trust and commitment. At the same time, Jeon et al. (2015) found out that transactional leadership supports reliability and compliance, but it does not provide the emotional appeal that will help to sustain the engagement over the long-term. It has also been found in the American evidence that participative decision-making increases employee voice and innovation which is comparable to the European and Asian evidence. This literature demonstrates that in developed economies; transformational and participative leadership in unison would result in greater engagement and output compared to transactional control.

Al-Yami et al. (2018) discusses staff nurses' organizational commitment and a transformational leader were shown to be significantly correlated, suggesting that when a manager exhibits transformational leadership characteristics, employees become more

dedicated to their hospital. Although both transformational and transactional leadership styles were positively correlated with organizational commitment, the relationship between leadership style and organizational commitment revealed that transformational leadership had a greater influence on organizational commitment. This suggests that transformational leaders are more likely than those with other leadership styles to influence higher levels of commitment to Saudi health care organizations.

Empirical research conducted in Australia offers substantial evidence that leadership style has a direct and quantifiable influence on employee engagement in both public and service-oriented organisations. Study by (Zhang, Avery, Bergsteiner, & More, 2014) did a big study in Australia with 439 retail workers. They found that visionary and organic leadership styles, which are similar to transformational and participative styles, were linked to higher levels of employee engagement. On the other hand, classical and transactional styles were linked to lower levels of engagement. It showed that employees were more likely to say good things about their company, stay committed, and put in extra effort when their bosses showed that they had an inclusive vision, trust, and empowerment. The study gave us one of the first large-scale Australian datasets that showed that leadership styles based on participation and inspiration lead to much higher levels of engagement than those based on control or transactional exchange. Rosenbaum and More (2021) present the leadership issues encountered in the implementation of the National Disability Insurance Scheme (NDIS) by stating that major change in the organisation made service providers uncertain. They highlight that proper leadership, especially transformational and servant leadership, is important to enable workers participation through creating flexibility, resilience and positive organisational culture.

A study by Gallup (2017) at the University of Melbourne also determined that transformational leadership was related to improved organisational performance and well-being among Australian employees, boosting profitability by 21 per cent and productivity by 17 per cent. The same empirical evidence in Australian healthcare is used to support the argument, such as the article by Hobman et al., (2011) as showing that transformational leadership leads to teamwork, creativity and morale, which are important predictors of long-term engagement in regulated service settings. In the Australian public sector, leadership plays a critical role in shaping employee engagement and organisational outcomes. **Australian Public Service Commission (2022)** emphasises that inclusive leadership fosters higher levels of employee motivation and performance. Within the NDIA, leadership is

closely linked to workforce capability, diversity, and wellbeing initiatives (**National Disability Insurance Agency, 2024**).

Within the Australian NDIA providers environment, secondary and empirical evidence shows that leadership has a great influence on engagement, morale, and the quality of the service. The review of annual reports (2022-2023 and 2023-2024) of such providers as Aruma, Life Without Barriers, and The Disability Trust demonstrates that such transformational programmes as recognition programmes and leadership development frameworks served to retain staff and make them happier. The Glassdoor and Seek reviews confirm these tendencies, stating that leaders who express their vision, who listen to their employees and provide them with opportunities to develop professionally make the level of engagement high. Conversely, any review in which there is discussion of strict or punitive supervision depicts the transactional tendencies, which maintain people in compliance, but destroy their long-term motivation. This agrees with the results obtained in other countries: that a combination of transformational and participative leadership will result in the most sustainable involvement.

2.7 RESEARCH GAP

Recent research studies have shown that the way a leader leads and approaches, has a significant influence on how well their employees are engaged and how well they do their jobs overall basis. We can take for example, Popli (2016) where it was found that the way leaders act and behave has a direct and immediate influence on how emotionally attached the employees are to their organisation, which in turn influences how well engaged they are. Rizvi (2016) similarly stated that managers who frequently communicate as well as acknowledge any contributions by their employees whether minor or major, can significantly enhance employee productivity. Maundu (2020) also found that leadership styles that put a lot of value and focus on empathy, communication, and trust make employees more dedicated and passionate towards their work. However, even though these studies have offered insightful data, most of them have focussed on other area of businesses or different sectors, none of them have been on the field of disability support in Australia.

Many international studies have shed significant light on the correlation between leadership and employee engagement; however, it does not seem very relevant and remains limited for the context of Australian NDIA providers. After studying transactional leadership in European companies, Mehrad (2020) found that reward-based systems get employee to get engaged by making them responsible for how well they do at their work. Vinod's (2022) study about the participative leadership in Indian businesses found that letting employees

have a say in planning and decisions regarding organisation makes them more engaged as it makes them feel like they belong there. Juma (2023) investigated participative leadership in service organisations, and identified a significant correlation with psychological empowerment. Even with these efforts, the policy and organisational structures of Australian NDIS providers are different from those in other countries, which means that outcomes from these areas may not accurately represent the context of disability services in Australia.

The literature review table in the Appendix of this thesis gives an overview about all the literature that has been looked at. And it is evident, that there are not many studies that even tie how leadership styles contribute to employee engagement in the NDIA setting. This paper, therefore, tries to provide this gap by studying the role of leadership styles such as transformational, transactional, and participative in employee engagement in Australian NDIA providers.

2.8 PROPOSITION DEVELOPMENT

Based on the content that is currently in publication, leadership style and its relationship to employee engagement are crucial. It has been proposed that suitable leadership practices be implemented across diverse settings, cultures, and domains to achieve optimal employee engagement. A number of studies in the literature currently show that transformational leadership style has a positive relationship with employee engagement. According to the findings, leadership styles play an important role in influencing employee engagement. In various situations, various researchers have revealed the beneficial effects by transformational, transactional, and participative leadership in terms of employee engagement. Thus, this study draws the following propositions as per the literature review:

P1: Transformational Leadership positively influences employee engagement across Australian NDIA providers.

Transformational leadership grows to be one of the major factors in determining how engaged employees are in organisations today. It is led by leaders who inspire their followers to go above and beyond by guiding them with intellectual stimulation, personal attention, and motivation. Iqbal et al. (2019) found that nurse managers must be more aware of their influence on the organisational commitment and job satisfaction of their staff nurses. Conversely, hospitals must think how they develop, nurture and motivate individuals because the transformational leadership style positively affects health priority and how they can keep their employees enthusiastic about their hospital. This implies that both affective

commitment and empowerment will ultimately go up, which will help employees feel more emotionally attached to their company and remain thereby engaged. Holding et al. (2024) discovered that stressful work environments are detrimental to the wellbeing of employees and lower engagement among disability support workers. Nonetheless, the wellbeing of staffs and engagement can be improved with the help of supportive leadership behaviours, including guidance, emotional support, and resilience promotion.

Sahan and Terzioglu (2022) similarly noted that nurses subjected to transformational leadership experienced psychological empowerment as well as significant engagement, implying that empowerment and trust bridges as mediators of engagement. Another study by Astuty and Udin (2020) stated few essential attributes for leaders. The results of this study showed that POS (Perceived Organisation Support) and transformational leadership have positive influence on employee performance and emotional commitment which ultimately positively influences the engagement of employees. It states that training initiatives could be a good way to help people become transformational leaders.

This research by Boamah et al. (2018) reported that the nurses viewed their managers as transformational to a certain extent. This study results highlight the importance of transformational leaders in the way leaders can facilitate the creation of a proper work environment where nurses can deliver better patient outcomes. This research findings demonstrate that transformational leadership is critical in promoting patient safety in addition to boosting job motivation and work willingness of nurses. Thus, because of the frequent demand and shortage of nurses, it is really important that managers adopt transformational leadership style in order to facilitate the professional practice of nurses by making a good working environment, which eventually will result in better patient outcomes and somewhat increased level of retention and engagement among nurses.

Moreover, the study by Eliyana et al. (2019) emphasizes that transformational leadership plays an immediate influence on job satisfaction and organisational commitment of the employees. However, transformational leadership does not seem to actually influence employee's performance at their work when being moderated by organisational commitment, nor can it get a direct influence on work performance. Therefore, this merely means that the level of workers engagement at their work may be being influenced by the style of leadership that happens to be transformational.

P2: Transactional Leadership positively influences employee engagement across Australian NDIA providers.

In their study Milhem et al., (2019) finds transactional leadership has a direct and positive influence on employee engagement, according to their testing of the leadership engagement relationship using EFA (Exploratory Factor Analysis) CFA (Confirmatory Factor Analysis) and SEM (Structural Equation Modelling). This article looks at the effects of transactional leadership on employee performance, that is strongly related to employee engagement. Its results add weight to the thesis, which holds that transactional leadership influences engagement in a performance-driven, conditional manner. In performance-driven, target-oriented environments, contingent reinforcement and explicit expectations serve as key factors promoting engagement. A study conducted by Maundu et al., (2020) indicates a quantitative survey of teachers, revealing a moderate positive correlation between transactional leadership and engagement, particularly if contingent rewards fair, predictable recognition tied to performance are utilised. Transactional leadership style and its influence on teacher engagement in Kenyan Secondary Schools were taken into consideration by collecting the data collected through quantitative survey method while developing this study. This allowed them to see the influence of reward and punishment-based leadership behaviours on teacher engagement levels. And it has been observed that transactional leadership had a moderate yet positive influence on teacher engagement, particularly when leaders utilised contingent rewards, such as explicit recognition and performance-based incentives.

Following this another study by Al-Dossary (2022) demonstrates that, despite their self-perceived preference for transformational leadership, nurse managers simultaneously displayed the two types of leadership. Depending on the circumstances in the workplace, leaders may be able to restrict either transactional or transformational leadership styles. In their article Purwanto et al. (2020) used quantitative methodologies, and data was gathered from the population of teachers in Jakarta's Islamic schools during the COVID-19 outbreak by simple random sampling conducted electronically via an online questionnaire. As many as 140 respondents provided legitimate answers to the questionnaire. According to the research findings, transformational leadership has a positive and significant effect on the ability of the teacher to be innovative. Thus, it's been observed that when organisations provide the necessary resources and feedback, transactional leadership sustains engagement by reinforcing performance expectations.

Similarly, in a study by Jeon et al. (2015) the results of the study showed how transactional leadership successfully improves employee performance, responsibility, and compliance in these situations by implementing contingent rewards and remedial measures. This leadership style tends to be well received by employees in organised environments because it offers stability and clarity. Nevertheless, the paper also identifies drawbacks because transactional leadership does not significantly promote genuine engagement, creativity, or innovation. Ran et al. (2024) established that transactional leadership has a positive impact on employee engagement through the ability to engage employees with clear expectations, planned supervision, and motivation through rewards, which lead to increased task commitment and performance. In the context of NDIA providers, this implies that transactional leadership may enhance the interaction between disability support workers since it enhances accountability, role clarity, and service delivery consistency although the interaction is primarily extrinsically motivated.

P3: Participative Leadership positively influences employee engagement across Australian NDIA providers.

In his study on the correlation between participative leaderships style and engagement, job satisfaction, it has been found Chan (2019) that participative leadership shows a positive correlation, with engagement itself bridging as a mediator. According to the findings of this study, employees' job happiness and engagement were favourably correlated with participative leadership. The association between job satisfaction and participatory leadership was mediated by their involvement. When employees enjoyed their jobs more, there was a larger positive correlation between job satisfaction and participative leadership. Additionally, Juma, Ayub & Ali (2023) also states that participative leadership enhances employee engagement through psychological empowerment in service organisations. The paper has investigated how a participative leadership style affects the delivery of county government-provided public health services in Western Kenya. Through positivist approach, the research was founded on the concept of participatory leadership. In this context, it is important to take into account as many of the viewpoints of the employees who will be directly impacted by the choice decision. Agaoglu et al. (2025) discovered that participatory leadership has a positive impact on the outcome of the employees by increasing the psychological ownership and motivation of the nurses that consequently improves organisational learning. The psychological ownership is one of the mediators, which is,

employees will be more responsible and engaged in the decision-making process. This implies that in NDIA providers, participative leadership enhances employee engagement through promoting participation in care decision-making, learning, and engagement to organisational goals, which ultimately leads to better service delivery and employee commitment.

This is further supported by Khan et al., (2023), where it has been investigated how corporate innovation is influenced by participative leadership. Utilising survey data, the researchers demonstrate how innovation and cooperative problem-solving enhance when managers include employees in decision-making. Employees are more engaged in this participatory environment because they feel appreciated and inspired to offer fresh ideas. This article overall emphasised innovation as a means of achieving participation through leadership that involves participation. Vinod (2022) in his research shows through a case study how inclusiveness and teamwork are fostered by participative leadership, and that these qualities increase employee engagement. According to the study, culture is crucial in encouraging participative behaviours and giving employees a sense of belonging to a common goal. Akpoviroro et al., conducted a study where they tried to increase employee's potential and to bring out their best version. It looked into the influence of participative leadership on team performance in Nigerian organisations. According to the survey-based study, employees are more motivated, engaged, and willing to help the team perform better when they are given the opportunity to participate in decision-making. The paper demonstrates how participative leadership directly encourages participation and teamwork in culturally heterogeneous settings.

2.9 SUMMARY

Chapter Two sets up the study's theoretical framework by explaining what leadership and employee engagement are. Then, it looks at the three main types of leadership: transformational, transactional, and participative. It explains how certain actions in each style work as mechanisms that affect engagement. For example, transformational behaviours like vision, recognition, and individualised support create meaning and discretionary effort; transactional behaviours like clear expectations, fair contingent reinforcement, and responsive monitoring provide reliability that encourages participation in environments that value compliance; and participatory behaviours like shared decision-making, open communication, and empowerment increase psychological ownership and cooperative problem-solving. The chapter discusses common engagement indicators, such as vigour, dedication, and absorption, as well as the contextual factors fairness, recognition, workload, and supervision quality that can enhance or diminish these effects in disability-care settings.

Chapter 3: Methodology

3.1 RESEARCH PHILOSOPHY

Research philosophy has been defined as a collection of guiding principles used in planning a research project and in undertaking the research. Different research philosophies have different approach to the research process (A. Tamminen & A. Poucher, 2020). The philosophical review is a critical component of the research process because a researcher gets fresh perspectives which may enhance their research capabilities and give them more confidence in the approach they are using.

A qualitative methodology will be employed in the study as existing knowledge will be gathered for the study from pertinent published research and industry publications obtained from Australian Bureau of Statistics and the official site of National Disability Insurance Scheme. A case study is an in-depth analysis and description of an idea or social unit, such as a community, institution, group, or individual. According to Stake (1995) and Merriam (1998), the case is an integrated system with boundaries. This method aims to provide a detailed description of a single phenomenon (i.e. NDIA). A case study is characterised by the unit of analysis rather than the subject of enquiry. Hence, the philosophy of "interpretivism," which seeks to investigate, comprehend, broaden, and interpret views (individuals, groups, and studies), will be most appropriate for this objective. Existing research, frequently qualitative research, offers insights based on the data gathered that can be used as a personal document on the subject of interest, aiding in the interpretation of the results in line with the chosen theme.

3.2 RESEARCH APPROACH

The research approach is an essential component to any research as it establishes the general plan and directs the choice of particular procedures and methods for gathering and analysing data. It includes the methodological decisions, particular instruments, and conceptual foundations to respond to research enquiries. In general, there are three types of research approaches: mixed, quantitative, and qualitative. Each has advantages and distinct viewpoints. This study will use a qualitative methodology related to constructivist and interpretivist paradigms, with an emphasis on comprehending the experiences and meanings of people or groups. Using this method, secondary data sources are gathered in order to obtain a thorough understanding.

In qualitative research, data analysis is usually inductive and finds recurring themes, patterns, and classifications that arise naturally from the collected information rather than being forced upon it by the researcher. This method makes it possible to analyse the facts in greater detail and with deeper clarity. Reflection on one's own biases, presumptions, and impacts on the research process is essential for researchers in qualitative investigations. This procedure contributes to the findings' legitimacy and dependability.

3.3 RESEARCH DESIGN

Creswell and Creswell, 2017 have defined research design as taking choices regarding the methodology, instruments, tools, and procedures that will be used to collect and analyse data, and the overall approach to the data interpretation. A research project is needed so that one can answer research questions in an all-inclusive and systematic way and come up with valid and reliable findings. In most cases, three research designs exist, namely non-experimental, quasi-experimental and experimental. Since the topic is qualitative in nature, the thesis shall use qualitative approach to research into situations where the interrelations among variables would be investigated and shaped. By using secondary data and published studies, this exploratory study will build contextual understanding.

3.4 RESEARCH STRATEGY

A research strategy is a plan or scheme that is systematic and is followed to locate and evaluate information. It normally entails the identification of the right keywords, selection of relevant sources, analysis the number and quality of content that is found, and assessment of significant ideas (Johnson & Hruschka, 1998). A well-defined research plan enhances the credibility and reliability of the study by guaranteeing that the techniques and processes that will be used are appropriate in answering the research questions. Moreover, it facilitates a systematic movement of the research, which allows the cogent incorporation of various phases and study elements.

This approach will gather some subjective views on the subject of the research besides helping to interpret the qualitative data. The secondary sources of data such as peer-reviewed academic articles, government and corporate publications, will be reviewed to assemble the subjective narrative. The method of research uses the publicly available data that is already screened and analysed. Furthermore, as secondary sources provide highly dependable information for this research, using secondary data for qualitative investigations that are taken from trustworthy platforms improves the study's validity. It comes from trustworthy sources and is compiled and published. However, because secondary data gathered from

sources might not be significant to the research topics evaluated in the study, this approach might limit some areas of findings.

3.5 DATA COLLECTION

The data collection process is important, according to Mazhar et al., (2021) in this case the research. It is an essential tool of proper research. The data obtained will be highly beneficial provided that it is objective. Through this, the medical, social, political, and economic scenarios are easily observable. There are several secondary data sources accessible, such as different official publications at the federal, state, or local levels. Journals, newspapers, and books, reports published by the authorities and companies etc.

With the advancements in technology, huge amounts of data have been collected, compiled, and stored and can be easily accessed to study. It has resulted in greater utilization of secondary data analysis and utilization of the available data in conducting research. Although secondary analysis is flexible and has several types of applications, it is an empirical exercise, and a process and evaluation method, similar to the process of collecting and analysing primary data (Johnston, 2014). Besides giving an example of the application of secondary data analysis in the research of library and information science, this paper will argue that secondary data analysis is a viable method that can be applied in the research process provided a systematic procedure is considered.

In this study, the method of gathering secondary data will involve utilising trustworthy and verifiable sources, including government publications, annual reports from the year 2022-2023 and 2023-2024 of the top ten listed Australian NDIA providers. In addition to this, another major secondary source is online presence of such companies on platforms like Glassdoor and Seek where employee who have worked there share their opinions and their experiences in a particular company, in such platforms they talk about the company's environment and how is the actual working scenario of the company. With such genuine reviews posted on such platforms we can get to know how is the actual working scenario and how do the employee actually feel about a particular company. Even though the reviews do not directly necessarily indicate with our research objectives and research questions we still can generate idea about the type of leadership and employee's engagement on the leadership style through the reviews posted. Thematic analysis will also use published journal articles and reports. One of the main benefits of using secondary data is that it saves money because the researcher doesn't have to spend money on this stage of the study because someone else has already collected the data. The cost is probably less than the salary, transportation, and other costs needed to gather and process a similar data collection from

scratch, even if the secondary data set needs to be acquired. Besides, time is saved and the researcher can spend most of their time on data analysis because the data has already been gathered, cleaned, and often stored in electronic format (Boslaugh, 2007).

3.6 DATA ANALYSIS

Qualitative data analysis is the process of defining, classifying, and linking data to the researcher's perspectives. Thorne (2000) posits that qualitative data analysis constitutes the most intricate and captivating aspect of qualitative research, yet it has garnered minimal attention in academic literature. In order to generate insights through the conversion of data into conclusions, researchers have to actively engage in the overall analytical process at each stage of the study.

The study employs elements of the 2009 paradigm known as "Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA)." The concept was created to support researchers doing systematic reviews. PRISMA was significant to systematic reviews and meta-analyses in several fields. The model clarifies the purpose of systematic reviews and what the investigators must mention regarding their results and activities in the reviews (Page et al., 2020).

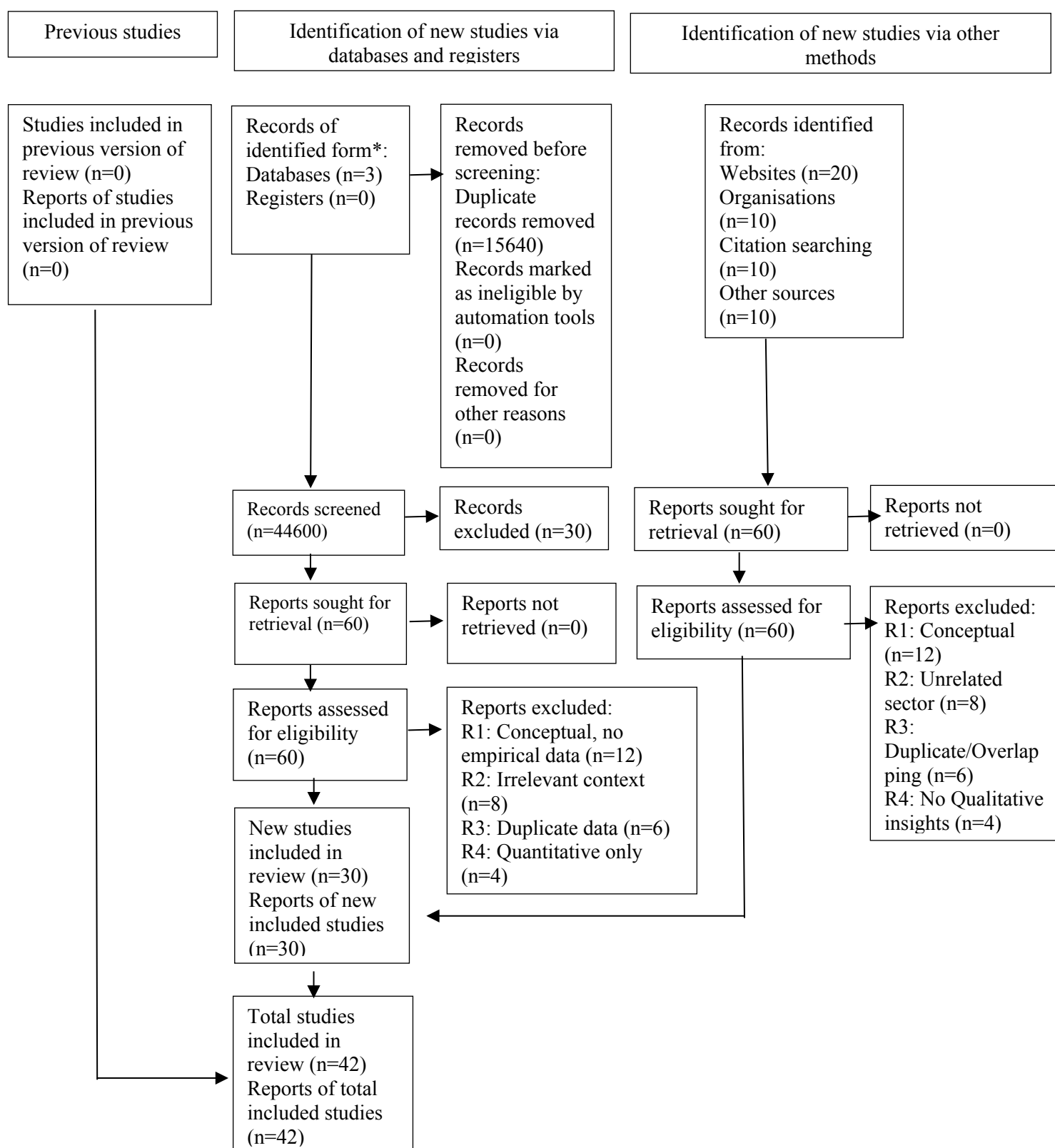


Fig 3.1: PRISMA Model Diagram

3.7 THEMATIC ANALYSIS

The study will be conducted using thematic analysis method's framework. The process of thematic analysis is a common way to look at qualitative data and identify and explain themes (patterns) that are present in the data set (Bell et al., 2022). Thematic analysis provides a robust framework for the examination of qualitative data, commonly employed in the fields of psychology, anthropology, and sociology.

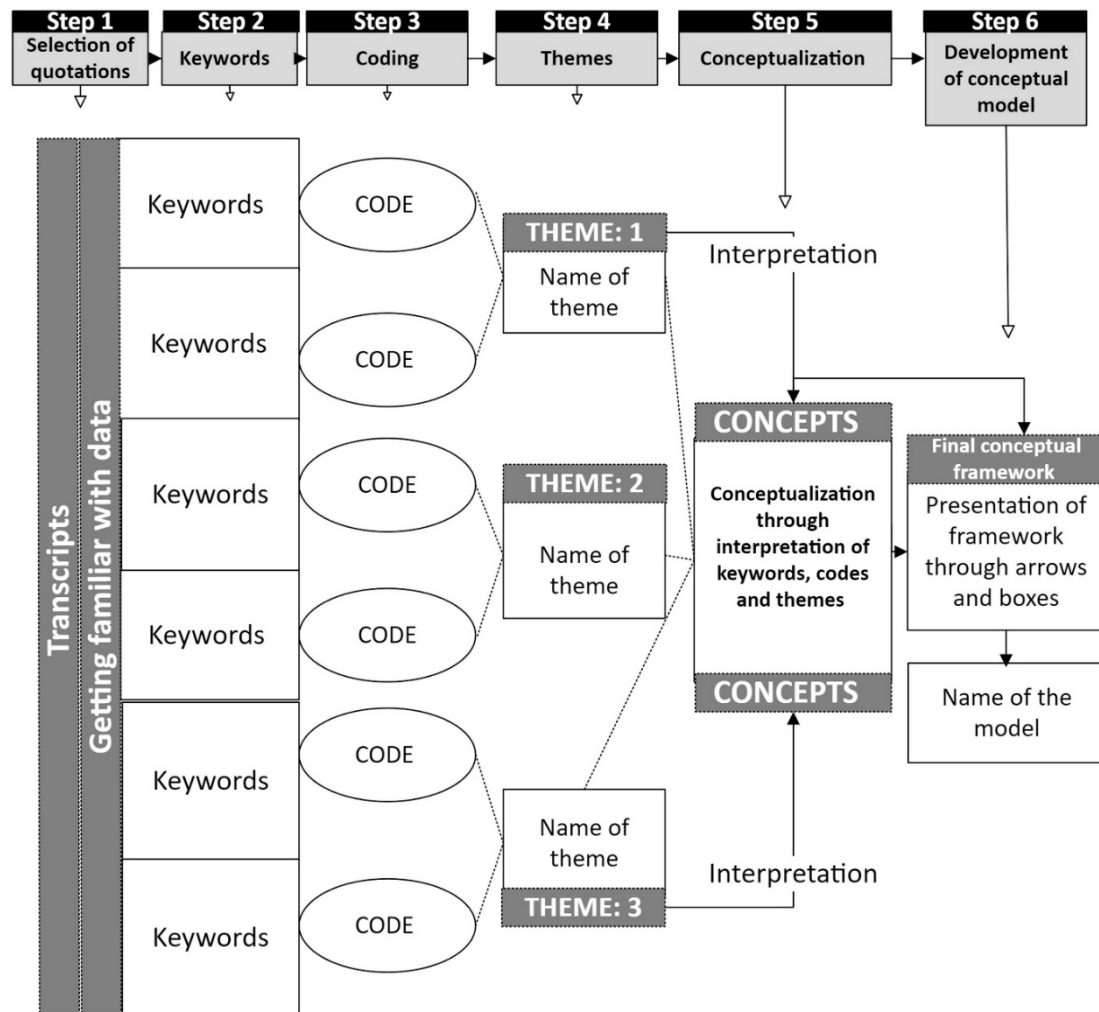


Figure3.2: Thematic analysis six step process (Naeem, Ozuem, Howell, & Ranfagni, 2023)

The thematic analysis technique applied in this research is referred to as systematic as it examines the research information in an organised manner. Each one of them is based on the previous ones, hence, by the conclusion of it all, you will be equipped with all the material. This systematic way of work simplifies the process of viewing the links between the data, interpretation, and conclusions. It also renders the outcomes more accurate and

predictable. This is a well-structured and rigorous process that will make it comprehensive and will reduce the chances of bias.

Step 1: Familiarization With the Data, and Selection of Quotations

The researchers start by reviewing qualitative data, and that is, actual reports, articles and papers that have been vetted and published. This is done to ensure that you are quite knowledgeable about the topic you are researching into. This is a way of becoming familiar with the data, which is a major part of the entire research process. It is a phase in which the researcher has the opportunity to engage with the materials in full in order to have a comprehensive picture of the context, content, and variations. Involved in the process are compilation of all the pertinent and accessible information and this may include notes on the surveys, focus group discussions, interview transcripts and other qualitative information. Upon gathering data, researchers will waste a lot of time trying to understand its meaning and its location within the larger context, including the issues that might emerge. These repeated readings are obligated in order to locate recurring definitions and could be themes in the materials that are accessible.

Step 2: Selection of Keywords

At this stage, the information, either obtained through interviews, online sources or other secondary sources, is viewed with a lot of caution. This is a step concerning the process of identifying and identifying repetitive patterns, concepts, or visual images as keywords. These keywords are a direct result of the data and indicate what the participants believed and had to feel.

Step 3: Coding

The third one is to write down the initial codes very carefully and with the most significant sections of the first included in it. Data is now sorted in a useful category by identifying and making notes of essential portions that are pertinent to the research questions. The code generation approach in the current stage aims at determining the most significant sections of the datasets that will subsequently be utilized to generate themes. The researchers examine the selected and accessible datasets and subsequently divide them into smaller units. Researchers examine them to get valuable information or certain pattern, which are in relation to the objectives of the research. The researchers assign codes to every significant section. Codes are concise clear labels which indicate the contents of the data parts.

Step 4: Theme Development

At the fifth stage, that is, identifying and naming themes, the previously created themes are modified and adapted to the data within a set of data. All of the themes are present in the essence of each theme, and this process is what determines the elements of the data that themes have consolidated (Terry et al., 2017). Theme discovery and naming attempt to retain the essence and scope of the data fragments and ensure that each theme displays various and significant features of resources available. The theme must identify and demonstrate the distinctive features of the data which is significant to the research question.

Development of themes is done by grouping codes to make sense in such a manner that patterns and links can be found that can provide an insight on the research subject. Consequently, the next thing that will be done is generating potential themes once the coding is done. The data are examined by researchers to emerge in the themes or more generic patterns in individual elements of concepts or experiences (Braun & Clarke, 2014). The purpose of this step is to go through the codes and identify any common trends, themes and relationships.

Step 5: Conceptualization Through Interpretation of Keywords, Codes, and Themes

The fifth theme review step involves looking at the themes once more and improving them. The step prevents any deviation of the themes with the data sources (Braun and Clarke, 2006). This step continues with revising and refining the possible themes to ensure that they are valid with the datasets available. This stage will allow covering the depth and breadth of the data, and its themes will be encompassed. This is due to iterative theme generation refinement that is done until the researchers are convinced that the generated themes are unique, valid, and sufficiently illustrate the data set.

Step 6: Development of Conceptual Model

This step integrates data extraction and analytical storytelling to give textual analysis that presents evidence on each theme and articulates results on data in a straightforward and concise way (Clarke and Braun, 2013). At this juncture the analysis is introduced in a comprehensive, logical, and persuasive style and the results and the observations are synthesized and argued out in a fashion that brings into light themes. Due to this, thematic analysis can be applied in both deductive methods, where the analysis is informed by prior theoretical knowledge, and inductive methods, where themes are derived out of data. On the other hand, even the same flexibility can be extremely challenging and limited. The absence of a recognized structure and framework frequently makes it difficult to ensure that the themes are consistent and different or distinguish between codes and themes when new

researchers are involved. In order to overcome this issue, Braun and Clarke (2006) emphasized the need to have a very detailed and systematic coding, as well as incorporation of reflection at every stage.

Table 3.1: Code Generation Table

Code	Academic Articles	Emerging Themes
Transformational Leadership style Inspirational Motivation Intellectual Stimulation Individualized Consideration Idealized Influence (Charisma)	(Hobman, Jackson, Jimmieson, & Martin, 2011) (Doody & Doody, Transformational leadership in nursing practice, 2013) (Henricks, Young, & Kehoe, 2020) (Moon & Dam, 2018) (Hamin, Rosenbaum, & More, 2022) (Chua & Ayoko, 2019) (Ghadi, Fernando, & Caputi, 2013) (Doody & Doody, Transformational leadership in nursing practice, 2013) (Shutter, 2022) (Mariappanadar, 2018) (Kuoppala, Lamminpää, Liira, & Vainio, 2008)	Transformational leaders influence employee engagement.

	(Weberg, 2010)	
Transactional leadership style Contingent Reward Management by Exception (Active) Management by Exception (Passive) Structured Work Environment	(Jeon, et al., 2015) (Suhendra, 2021) (Muddle, 2020) (Torres, 2023) (Maundu, Namusonge, & Simiyu, 2020) (Milhem, Muda, & Ahmed, 2019) (Purwanto, Bernarto, Asbari, Wijayanti, & Hyun, 2020) (AL-Dossary, 2022) (Mehrad, Fernández-Castro, & Olmedo, 2020) (Manning, 2016) (Jaberi, 2018) (Khan, Bukhari, & Channar, 2016)	Transactional leaders influence employee engagement.
Participative Leadership style Inclusive Decision-Making Empowerment and Autonomy	(Juma, Ayub, & Ali, 2023) (Benoliel & Somech, 2012)	

Open Communication Recognition and Appreciation Professional Development	(Chan S. C., 2019) (Vinod, 2022) (Bortoluzzi, Caporale, & Palese, 2013) (Khan, Jianguo, Jin, Saeed, & Khalid, 2023) (Nemaei, 2012) (Akpoviro, Kadiri, & Owotutu, 2018) (Tahir, Tanveer, FahadFaheem, Rahman, & Saeed, 2017) (Rolková & Farkašová, 2015) (Sarti, 2014) (Khassawneh & Elrehail, 2022)	Participative leaders influence employee engagement.
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3.8 ETHICAL CONSIDERATION

Academic research involves ethical integrity to a large extent. To sustain the perception of the scholarly community and the rest of the world, in general, it is necessary to ensure that the results of the research are valid and reliable in addition to adhering to the ethical standards. In this section, I discuss some of the moral and ethical concerns that arise in research. It emphasizes the role of maintaining academic integrity and how severe the outcomes of academic dishonesty can be e.g. cheating in any of its forms.

A qualitative study using secondary data requires one to consider a lot of ethical concerns to ensure that the information and materials received remain confidential and are not violated. All research should be completed in a considerate and well-planned manner to ensure that no one is dishonest, irresponsible, and respected.

3.9 SUMMARY

Chapter Three describes the study's NDIA-focused design and qualitative, interpretivist methodology. The use of secondary data is justified for contextualization, incorporating peer-reviewed literature alongside government and corporate documents. This includes annual reports from leading Australian NDIA providers for the years 2022–2023 and 2023–2024, as well as public employee reviews on platforms such as Glassdoor and Seek, while acknowledging the efficiency and limitations associated in secondary analysis. This chapter clearly discusses about the Prisma flow method along with thematic analysis where emerging themes have been generated and a table for code has also been developed for further analysis.

Chapter 4: Data Analysis

4.1 INTRODUCTION

It is crucial to expand knowledge using the current collection of resources because the research attempts to offer a systematic review of the topic. These resources might be both written and numerical in size. In order to achieve this, the number of studies or data sources is not strictly set and depends on the research question, studies, and secondary data sources that are available. Nonetheless, it is necessary to have enough secondary data in order to produce thorough and solid conclusions with trustworthy and genuine findings. The secondary data sources are thoroughly reviewed to ensure that there are enough studies that emphasise the available evidence in relation to the research problem. In order to give a relevant synthesis of the literature, Liberati et al. (2009) noted a general rule that requires a minimum of ten investigations. This figure guarantees a thorough meta-analysis and lends credibility to the reviews' conclusions.

4.2 THEMATIC ANALYSIS

Directly accessible, trustworthy, and authentic articles are part of the process of examining the study topic by integrating thematic analysis on secondary data analysis. The relevance and the study topics to be addressed determine whether secondary data is chosen. Peer-reviewed publications, government studies, Australian Labour Market Insight, the Australian Bureau of Statistics (ABS), and top listed NDIS providers reports and reviews from different available secondary sources will all be used to gather the data. The process of choosing which secondary data and material to include involves assessing each one's capacity to address research problems and advance knowledge. The codes produced by this thematic analysis are derived from the common terms used to refer to the independent and dependent variables that are being studied. Additionally, common themes and patterns that are related to addressing the research questions are found during the knowledge exploration process.

4.2.1 Theme 1 Transformational Leadership style Influence Employee Engagement

List all articles you started with for reading through analysing and deciding whether or not to include in developing your theme	List of articles kept for further analysis in developing Theme 1	Summary of information taken from each article kept for Theme 1 (for example, keywords, information from Abstract, relevant information taken from each of the published article's methodology, etc.	The process you went through to develop theme 1
Iqbal, K., Fatima, T., & Naveed, M. (2019). The impact of transformational leadership on nurses' organizational commitment: A multiple mediation model. <i>European Journal of Investigation in Health, Psychology and Education</i> , 10(1), 262–275.	Iqbal, K., Fatima, T., & Naveed, M. (2019). The impact of transformational leadership on nurses' organizational commitment: A multiple mediation model. <i>European Journal of Investigation in Health, Psychology and Education</i> , 10(1), 262–275.	Survey of hospital nurses showed direct and indirect links between transformational leadership, empowerment, and commitment. <i>Keywords: Transformational leadership, Organisational commitment.</i>	Included for strong empirical relevance to commitment and engagement in healthcare.
Sahan, F. U., & Terzioglu, F. (2022). Transformational	Sahan, F. U., & Terzioglu, F. (2022). Transformational	Study of nurses indicated transformational practices increase commitment and psychological empowerment. <i>Keywords:</i>	Included due to direct examination of transformational practices among

leadership practices and their impact on organizational commitment of healthcare staff. Journal of Nursing Management, 30(2), 351–360.	leadership practices and their impact on organizational commitment of healthcare staff. Journal of Nursing Management, 30(2), 351–360.	<i>Healthcare, Commitment.</i>	healthcare professionals.
Astuty, I., & Udin, U. D. I. N. (2020). The effect of perceived organizational support and transformational leadership on affective commitment and employee performance. The Journal of Asian Finance, Economics and Business, 7(10), 401–411.	Astuty, I., & Udin, U. D. I. N. (2020). The effect of perceived organizational support and transformational leadership on affective commitment and employee performance. The Journal of Asian Finance, Economics and Business, 7(10), 401–411.	Analysis indicated transformational leadership significantly improves affective commitment and performance. <i>Keywords: Affective commitment, Performance.</i>	Included as it offers statistical evidence connecting leadership to affective commitment and performance.
Eliyana, A., & Ma'arif, S. (2019). Job satisfaction and organizational commitment	Eliyana, A., & Ma'arif, S. (2019). Job satisfaction and organizational commitment	Survey of middle managers found significant associations between transformational leadership, job satisfaction, and performance. <i>Keywords: Job satisfaction, Commitment.</i>	Included for managerial relevance and clear satisfaction–performance pathway.

effect in the transformational leadership towards employee performance. European Research on Management and Business Economics, 25(3), 144–150.	effect in the transformational leadership towards employee performance. European Research on Management and Business Economics, 25(3), 144–150.		
Khoso, R. A., Jamali, M. A., & Iqbal, W. (2021). Impact of Transformational Leadership Style on Employee Job Commitment and Job Satisfaction. Journal of Business & Social Review in Emerging Economies, 7(2), 329–338.	Khoso, R. A., Jamali, M. A., & Iqbal, W. (2021). Impact of Transformational Leadership Style on Employee Job Commitment and Job Satisfaction. Journal of Business & Social Review in Emerging Economies, 7(2), 329–338.	Large-sample quantitative study showed transformational leadership predicts job satisfaction and commitment. <i>Keywords: Job commitment, Engagement.</i>	Included for robust sample and clear focus on job commitment and satisfaction.
Boamah, S. A., Laschinger, H. K. S., Wong, C., & Clarke, S. (2018). Effect of transformational leadership on job	Boamah, S. A., Laschinger, H. K. S., Wong, C., & Clarke, S. (2018). Effect of transformational leadership on job	Healthcare survey confirmed transformational leadership improves job satisfaction and patient safety outcomes. <i>Keywords: Patient safety, Satisfaction.</i>	Included for practical outcomes (patient safety) alongside staff engagement drivers.

satisfaction and patient safety outcomes. Nursing Outlook, 66(2), 180–189.	satisfaction and patient safety outcomes. Nursing Outlook, 66(2), 180–189.		
Zhou, H., & Yang, L. (2020). The relationship between transformational leadership and employee engagement: A study in the Chinese service sector. <i>Journal of Management Development</i> , 39(4), 453–468.	Zhou, H., & Yang, L. (2020). The relationship between transformational leadership and employee engagement: A study in the Chinese service sector. <i>Journal of Management Development</i> , 39(4), 453–468.	Service-sector study demonstrated transformational leadership predicts engagement. <i>Keywords: Service employees, Engagement.</i>	Included for relevance to engagement in service contexts aligned with the theme.
Bacha, E. (2014). The relationship between transformational leadership, task performance, and job characteristics. <i>Journal of Management Development</i> , 33(4), 410–420.	Bacha, E. (2014). The relationship between transformational leadership, task performance, and job characteristics. <i>Journal of Management Development</i> , 33(4), 410–420.	Evidence supported positive relationships between transformational leadership, task performance, and enriched job characteristics. <i>Keywords: Task performance, Job design.</i>	Included for performance linkages that support engagement mechanisms.
Nguyen, P., & Mujtaba, B. G.	Nguyen, P., & Mujtaba, B. G.	Cross-cultural evidence from Vietnam linked transformational	Included to add cross-cultural evidence

(2019). Transformational leadership and employee engagement: A study in Vietnam. International Journal of Human Resource Studies, 9(3), 1–22.	(2019). Transformational leadership and employee engagement: A study in Vietnam. International Journal of Human Resource Studies, 9(3), 1–22.	leadership to stronger employee engagement. <i>Keywords: Vietnam, Engagement.</i>	relevant to generalisability.
Gill, A., Fitzgerald, S., Bhutani, S., Mand, H., & Sharma, S. (2010). The relationship between transformational leadership and employee performance. International Business & Economics Research Journal, 9(3), 1–13.	Gill, A., Fitzgerald, S., Bhutani, S., Mand, H., & Sharma, S. (2010). The relationship between transformational leadership and employee performance. International Business & Economics Research Journal, 9(3), 1–13.	Multi-sector analysis associated transformational leadership with higher employee performance. <i>Keywords: Performance outcomes.</i>	Included for its broad demonstration of positive performance outcomes.
Avolio, B. J., & Bass, B. M. (2004). Multifactor leadership questionnaire:			

Manual and sampler set (3rd ed.). Mind Garden.			
Northouse, P. G. (2018). Leadership: Theory and practice (8th ed.). Sage publications.			
Yukl, G. (2013). Leadership in organizations (8th ed.). Pearson Higher Ed.			

Table 4.1: Transformational Leadership style Influence Employee Engagement

Theme 1: Transformational Leadership style Influence Employee Engagement

Academic Article Analysis:

It has numerous studies that demonstrate how transformational leadership could make a significant impact on employee engagement. According to Iqbal, Fatima, and Naveed (2019), transformational leadership in the field of health services directly and indirectly influences the organisational commitment via empowerment. This forms a psychological connection of the actions of the leader to the attachment that the employees have to the organisation. Sahan and Terzioglu (2022) justify this strategy by demonstrating that nurses are more psychologically empowered and committed to practice when they implement transformative ones. This demonstrates that feeling empowered and trusted is a highly important element in clinical engagements. Astuty and Udin (2020) have also found out that transformational leadership positively impacts affective commitment as well as employee

performance significantly, but Eliyana and Maarif (2019) have found that there is a strong positive correlation between transformational leadership, engagement, and job satisfaction. Boamah et al. (2018) also presented stronger evidence that transformational leadership will keep patients safer and make employees more engaged. This implies that inspired employees work safer and better. The global applicability of the theory was also demonstrated by Nguyen and Mujtaba (2019), who also used the cross-cultural data of Vietnam to reveal that transformative leadership has a great positive impact on engagement. Lastly, the same results were supported by Gill et al. (2010) who demonstrated that transformational leadership improves performance results in different industries, thus making engagement the mediator of performance and leadership.

According to these scholarly articles, transformational leadership enhances people and organisations' performance by fostering empowerment, job satisfaction, and loyalty that increases employee engagement.

Secondary Data Analysis:

In the annual reports of both the Benevolent Society and Life Without Barriers, there is an evident objective shared and a tendency to base employee efforts on the outcomes of the participants. The Melbourne City Mission deals with trials which are conducted by the employees whereas the Disability Trust is concerned with the collaboration forums in design and development. Such employees and complimentary managers who are willing to adapt new ideas and open working environments that support creativity. The congruent appraisals also indicate implementation issues. The term of bureaucracy slows change is frequently mentioned, and that is why it is believed that once the proposal was caught up in the chain of command or the feedback loop is long, the desire to produce a new idea is diminished.

Aruma discusses mentoring, however, the Benevolent Society claims it provides personalised wellbeing and leadership development (such as training that is customised to each individual and arrangements that are flexible). Lifestyle Solutions deals with staff-led projects, whereas The Disability Trust deals with sharing responsibility. The reviewers of these providers indicate that they are made to feel trusted to handle workloads, and this is a positive indication.

Achieve Australia and the Endeavour Foundation emphasise ethical leadership and the need to live their values in their annual reports. Employees will react in a positive way when leaders lead by example and walk the talk, whereas the lack of trust arises when the leaders are reported to have too much control or unequal behaviour (most frequent in Aruma reviews). Taken together, the secondary sources reveal that the extent of such

transformational processes as a meaningful voice, personalised assistance, and role-model integrity are common among providers, and their use in a consistent way at the team level is associated with a greater positive engagement.

Code: Inspirational Motivation

The inspirational motivation is that which enables leaders to present a strong vision and make their employees collaborate with them to achieve group targets. When applied to NDIA, it entails leaders communicating to teams in a manner that motivates them, makes them feel like they have a common mission, and builds confidence in the employees. This code demonstrates that inspiration can enhance passion, commitment, and involvement.

Academic Article Analysis:

The study of the service sector by Zhou and Yang indicates that transformational leadership strongly predicts employee engagement. This is largely due to inspirational motivation since the leaders develop an attractive vision that unites the employees with the shared objectives, increasing the level of engagement (Zhou and Yang, 2020). Bacha (2014) notes that leaders who provide hope and vision to their employees will ensure that they are more willing to work harder. His study shows that the service-based organisations, where employees are more concerned with meaningful contributions, are effective in motivating employees.

According to Ghadi et al. (2013), inspirational motivation stimulates psychological empowerment and thus, increases enthusiasm and commitment, which are essential aspects of engagement. This paper illustrates that engagement and motivation among employees in the non-profit domain is directly proportional in the case of the NDIA providers.

These research papers demonstrate that by making people have a purpose, hope and confidence then they can be more active and motivated. When the employees believe that they are inspired by their leaders, there are more chances that they will concur with the company's objectives, work hard and remain resilient when the company is in trouble.

Secondary Data Analysis:

In the annual reports 2022-2023 and 2023-2024, The Benevolent Society and Life Without Barriers place a lot of emphasis on the mission of the organisation. They also narrate impact stories that relate the outcomes of participants to the tasks of workers. The social goals are met by encouraging communication at the corporate level through these open publications, where it is argued that employee involvement is vital to the attainment of corporate social goals.

Glassdoor reviews provide a more realistic image. Life Without Barriers employees tend to claim that they are connected to the vision of the leaders and that work is meaningful and related to the mission. At the strategic level is the inspirational message, though numerous reviews also identify the concern of the lack of a sense of connection between the management and the front-line which implies that it is not always turning into daily engagement. The Benevolent Society employees state on SEEK that they are part of something bigger, which is an obvious indicator of inspirational motivation. However, there are also studies indicating that operational demands may occasionally interfere with the vision and provide the contrast between idealistic leadership and reality.

Code: Intellectual Stimulation

When the leaders engage the minds of their employees, they get them to think outside the box, challenge what they are familiar with, and seek alternative means to offer their services. This, in organisations offering disability services, is to ensure that the workers are encouraged to develop new ideas, alter the way things are done and experiment.

Academic Article Analysis:

The survey was distributed to individuals in the service and industrial industries. One hundred individuals were used as a sample. The research established that the degree of engagement with employees and transformational leadership is partially correlated. Bacha, 2014. According to Astuty and Udin (2020), a transformational leader promotes positive commitment by providing an environment that fosters creativity. The workers were more loyal to the business when they were informed that they needed to introduce new ideas and test various strategies.

Eliyana and Maarif (2019) also associate intellectual stimulation and employee engagement. They discovered that individuals who were given creative thinking challenges were more engaged and showed more engagement since the working environment encouraged growth rather than adherence to the rules.

Secondary Data Analysis:

The annual reports of the Disability Trust indicate that the leaders attempt to promote critical thinking by providing employees with well-organized opportunities to collaboratively work on collaborative design as well as service improvement projects. Innovation piloted by staff is also discussed in reports by Melbourne City Mission. Employee reviews indicate that these attempts are bearing fruit.

Glassdoor work reviewer reviews indicate that at the Melbourne City Mission, people who work there say that creativity is encouraged and that executives are receptive to new ideas.

The reviews of The Disability Trust posted on SEEK indicate that, in some cases, the staff members are concerned that bureaucracy slows down change, even though new ideas are appreciated. It demonstrates that intellectual stimulation is valued by employees indeed, very much, although at times the manner in which things are run in the organisation may impede follow-through, which would damage the gains of engagement.

Code: Individualised Consideration

The leadership actions that focus on the needs of each employee, as well as skills and growth, are what we refer to as individualised consideration. This may be specialised mentoring, assistance or relaxed management approaches that foster tension in work and personal life within the NDIA settings. This code may show how personalised leadership can enable individuals to feel closer and rely on one another, which may result in increased engagement.

Academic Article Analysis:

According to Doody and Doody (2013), transformational leaders involve people more as they pay them one-on-one attention and mentor them. Their research in medical facilities proved that in case managers considered the particular needs of employees, those workers felt important and encouraged.

The article by Astuty and Udin (2020) examined all individuals employed by stone milling enterprises in Central Java, Indonesia, and stone milling firms, both managers and supervisors, as well as the functional personnel. The data collected in this research have been statistically analysed with the help of the software package SmartPLS 3 and structural equation modelling (SEM). The quantitative analysis of the results of 103 participants showed that the beneficial impact of transformational leadership, as well as the perceived organisational support (POS), influenced the affective commitment and employee engagement significantly. The influence of affectionate devotion was also significant on the level of engagement of employees.

According to Iqbal, Fatima, and Naveed (2019), transformational leaders also make people feel more engaged when they personalise their assistance and communication to an individual. According to their study, employees become more preoccupied with their organisation when their leaders listen to them and address on their particular concerns.

Secondary Data Analysis:

Reports released by the Benevolent Society in 2022 and 2023 indicate their commitment to wellbeing and development of leadership programmes that will accommodate the needs of every employee, including customised training and flexibility in timetables. The 2023 report

by Aruma also discusses the mentorship programmes that enable employees to develop and advance in their careers. Such projects demonstrate the attempts by the leadership to make personalised attention a component of the organisational functioning.

These dynamics are at play in Glassdoor and SEEK reviews. Many employees complain that their managers are concerned about their personal lives, or they make time to support them in developing. There are those individuals who prefer leaders who shift schedules or workloads to enable them to tackle work and other household responsibilities with ease. However, according to some reviewers, this kind of assistance is not always there, as they state that it depends on the manager. The importance of this difference lies in the fact that, despite the apparent importance and appreciation of personalised encouragement by their employees when provided to them, the engagement decreases in the chance that they believe that different groups interpret the practice differently.

Code: Idealised Influence

Idealised influence refers to the type of leaders who are the role models of their organisations and who share their values and ideals. This implies that the leaders of NDIA organisations must be honest, responsible and committed to achieving good results for clients. They are expected to be a good example to the employees. This code emphasises the importance of being a good role model to employees as it makes them more proud, loyal and involved.

Academic Article Analysis:

Khoso, Jamali, and Iqbal (2021) used quantitative research employing a 26-item questionnaire on a 5-point Likert scale to measure two dependent and an independent variable. The basic random technique was used to sample individuals who worked in Jamshoro Joint Venture Limited. Our qualitative method allowed us to receive responses of 392 individuals.

The employees also feel they have a strong tendency to stay longer in the company as they find the working environment safe and comfortable and they find it as a better place to work. The results revealed that a transformational style of leadership has a positive and significant influence on the success of an organization and its employees.

More evidence is provided by Boamah (2018), who associates idealised influence with safer and engaging medical environments. She discovered how leaders who spoke the truth and possessed good moral values could give people more motivation to work well. In this respect, employee engagement is not only the feelings; it is actions as well, as they attempt to live up to the values their leaders represent. Astute and Udin (2020) also add that honest and trustworthy leaders leave people with higher emotional commitment. Their study has

revealed that employees have responded positively when the leaders talk and do the same things. This enhances the association between corporate values and leadership behaviour.

Secondary Data Analysis:

In the 2022-2023 and 2023-2024 reports, the Endeavour Foundation places much pressure on living our values. They demonstrate leaders as examples who demonstrate ethical standards and the reliability of their organisations. The reports prepared by Achieve Australia also place a lot of emphasis on accountable leadership and governance. These reports connect the mission of the company and the way leaders behave. As demonstrated in these official statements, the leaders desire to be regarded as credible sources of motivation, which is essential to idealised influence.

Employees have mixed experiences based on the reviews. It is not uncommon to hear the employees of Endeavour Foundation mention that leaders walk the talk and lead by example. This has a direct indicator of the behaviours that are emphasised in reports as role models. These findings demonstrate that idealised influence is the weakest of the transformative codes since reports continuously discuss the importance of leaders being truthful and good role models, but the experiences of the employees are quite different.

However, not all such services can provide people with the same inspiration and support. They usually present a different image, as Aruma reviews demonstrated. Although it is discussed that such ideals as putting people at the centre are implemented, the employee review usually discusses the experience of micromanagement, divided tasks, and a limited opportunity to make a significant impact. Some of the reviewers say that the only rewarding aspect is the people to whom we provide support, as they deal directly with clients and are not motivated by leadership. The staff at Lifestyle Solutions also express that the management is inconsistent and that the annual reports that the company provides are not sufficient to strengthen its values and mission.

4.2.2 Theme 2: Transactional Leadership Style Influence on Employee Engagement

List all articles you started with for reading through, analysing and deciding whether or not to include in	List of articles kept for further analysis in	Summary of information taken from each article kept for Theme 2 (for example, keywords,	The process you went through to develop Theme 2
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developing your theme	developing Theme 2	information from Abstract, relevant information taken from each of the published articles' methodology, etc.	
Maundu, P., Namusonge, G., & Simiyu, A. (2020). Transactional leadership and teacher engagement in Kenyan secondary schools. <i>International Journal of Education</i> , 8(3), 112–123.	Maundu, P., Namusonge, G., & Simiyu, A. (2020). Transactional leadership and teacher engagement in Kenyan secondary schools. <i>International Journal of Education</i> , 8(3), 112–123.	This study investigated the connection between teacher engagement in secondary schools in Kenya and transactional leadership style. The researchers gathered information from secondary school teachers using a quantitative survey-based method to assess the effects of corrective and reward-based leadership behaviours on engagement levels. Teacher engagement was moderately but positively influenced by transactional leadership, particularly when leaders employed contingent rewards (clear acknowledgement and performance-based incentives). <i>Keywords: Contingent reward,</i>	The study emphasises that while transactional leadership can improve engagement in structured learning environments, supportive leadership practices should also be used to maintain faculty long-term commitment and motivation. Thus, this is included for direct measurement of engagement outcomes under transactional leadership in education settings.

		<i>Teacher engagement.</i>	
Purwanto, A., Bernarto, I., Asbari, M., Wijayanti, L. M., & Hyun, C. C. (2020). Transactional leadership and motivation: A review. <i>Systematic Reviews in Pharmacy</i> , 11(9), 495–508.	Purwanto, A., Bernarto, I., Asbari, M., Wijayanti, L. M., & Hyun, C. C. (2020). Transactional leadership and motivation: A review. <i>Systematic Reviews in Pharmacy</i> , 11(9), 495–508.	This study used quantitative methodologies, and data was gathered from the population of teachers in Jakarta's Islamic schools during the COVID-19 outbreak by simple random sampling conducted electronically via an online questionnaire. As many as 140 respondents provided legitimate answers to the questionnaire. The study's findings suggest that teachers' capacity for innovation is positively and significantly impacted by transformational leadership. <i>Keywords:</i> <i>Organizational learning, leadership. school teachers.</i>	As a systematic review (a reliable academic source) that synthesises several earlier studies, the paper has been selected because it offers a thorough grasp of how transactional leadership strategies influence engagement.
Al-Dossary, R. N. (2022). Leadership style, work engagement and organizational commitment among nurses in Saudi hospitals. <i>Journal of Healthcare Leadership</i> , 14,	Al-Dossary, R. N. (2022). Leadership style, work engagement and organizational commitment	The study's conclusions showed that, despite their self-perceived preference for transformational leadership, nurse managers simultaneously displayed the two types of	The study examined a variety of employees and leadership styles in a distinct field. However, as the study looks at one of the relationships between

71–81.	among nurses in Saudi hospitals. Journal of Healthcare Leadership, 14, 71–81.	leadership. Depending on the circumstances in the workplace, leaders may be able to restrict either transactional or transformational leadership styles. Keywords: leadership, Engagement, Commitment.	the variables of interest, it is relevant. Consequently, this indicates the pattern that theme 2 presents.
Milhem, M., Muda, M., & Ahmed, A. (2019). Transactional leadership and employee performance. International Journal of Human Resource Studies, 9(2), 1–18.	Milhem, M., Muda, M., & Ahmed, A. (2019). Transactional leadership and employee performance. International Journal of Human Resource Studies, 9(2), 1–18.	The objective of this research was to emphasize the impact that the transactional form of leadership has to the engagement of the employees, and to warn managers and researchers of the significance of the correlation between the two phenomena in the information and communication technology (ICT) industry. The researcher demonstrates the content validity by using exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) using structural equation modelling (SEM) in a series of expert reviews,	This article looks at the effects of transactional leadership on employee performance, that is strongly related to employee engagement. Its results add weight to the thesis, which holds that transactional leadership influences engagement in a performance-driven, conditional manner.

		pre-tests, and pilot tests. The research findings concluded that transactional leadership has a direct and positive relationship with employee engagement in the ICT sector of Palestine. <i>Keywords: Employee engagement (EE), Exploratory Factor Analysis (EFA), Transactional Leadership (TA)</i>	
Jeon, K. S., et al. (2015). Transactional leadership in structured organizations. <i>Journal of Organizational Psychology</i>, 15(3), 85–97.	Jeon, K. S., et al. (2015). Transactional leadership in structured organizations. <i>Journal of Organizational Psychology</i>, 15(3), 85–97.	The results of this study demonstrate how transactional leadership successfully improves employee performance, responsibility, and compliance in these situations by implementing contingent rewards and remedial measures. This leadership style tends to be well received by employees in organised environments because it offers stability and clarity. Nevertheless, the paper also identifies drawbacks because	The study demonstrates how transactional leadership may encourage participation in official, rule-based settings, but only in a manner that is focused on adherence.

		transactional leadership does not significantly promote genuine engagement, creativity, or innovation. <i>Keywords: Performance, Reward, Structured.</i>	
Khan, M. S., Bukhari, S., & Channar, Z. (2016). Transactional leadership and accountability. <i>Journal of Business Studies Quarterly</i>, 7(2), 21–34.			Excluded after screening: limited direct focus on employee engagement or insufficient methodological detail for this theme.
Mehrad, A., Fernández-Castro, J., & Olmedo, E. (2020). Transactional leadership and active oversight. <i>Management Research Review</i>, 43(10), 1193–1211. https://doi.org/10.1108/MRR-06-2019-0270	Mehrad, A., Fernández-Castro, J., & Olmedo, E. (2020). Transactional leadership and active oversight. <i>Management Research Review</i>, 43(10), 1193–1211.	Through accountability and monitoring procedures, the study demonstrates how transactional leadership affects employee engagement. In this situation, engagement is built on compliance; employees get more involved in fulfilling performance goals and abiding by company policies. But it also draws attention to the shortcomings of transactional leadership, since it doesn't significantly improve	While reading up on the relationship between employee engagement and transactional leadership, I came across this article. Because engagement is frequently used to measure by performance results, accountability, and compliance, this article is extremely relevant to the study of transactional leadership.

		intrinsic engagement or creativity. <i>Keywords: Transactional leadership, Oversight, Compliance.</i>	
Suhendra, R. (2021). Transactional leadership and employee motivation in structured organizations. <i>International Journal of Business Research</i> , 24(2), 145–160.	Suhendra, R. (2021). Transactional leadership and employee motivation in structured organizations. <i>International Journal of Business Research</i> , 24(2), 145–160.	Results showed transactional structures motivate in standardized environments, reinforcing engagement through clarity and reinforcement. <i>Keywords: Motivation, Clarity.</i>	Included for alignment with structured work contexts typical for transactional approaches.
Torres, J. (2023). Transactional incentives and engagement. <i>Journal of Applied Management</i> , 41(1), 78–92.			Limited direct focus on employee engagement or insufficient methodological detail for this theme.
Manning, P. (2016). Transactional discipline and engagement consistency. <i>Leadership & Organization Development Journal</i> , 37(6), 761–773.			It had limited direct focus on employee engagement or insufficient methodological detail for this theme.
Popli, S., & Rizvi, I. A. (2016). Drivers of employee engagement: The role of	Popli, S., & Rizvi, I. A. (2016). Drivers	Transactional leadership and employee engagement are directly linked by	The study directly related since it addresses

transactional leadership. International Journal of Productivity and Performance Management, 65(7), 1–17.	of employee engagement: The role of transactional leadership. International Journal of Productivity and Performance Management, 65(7), 1–17.	Popli and Rizvi (2016). It illustrates how setting clear objectives, keeping track of performance, and providing conditional rewards are all ways that transactional leadership promotes engagement. The study also highlights the limitations of this approach, underlining the fact that transactional leadership promotes compliance-based engagement but is unable to generate deep, long-term commitment. Keywords: Employee engagement, transactional leadership.	employee engagement determinants. This illustrates the benefits and drawbacks of transactional leadership with regard to employee engagement, which further strengthens the theme.
Saad, G. B., & Abbas, M. (2019). Transactional leadership and employee engagement in Pakistani banks. Asian Journal of Business Research, 9(2), 56–70.	Saad, G. B., & Abbas, M. (2019). Transactional leadership and employee engagement in Pakistani banks. Asian Journal of Business Research, 9(2), 56–70.	By examining the influence of transactional leadership on employee engagement at specific banks in Pakistan's KPK and Punjab provinces, this study examined and added to the body of knowledge on leadership. The selected factors and transactional management, with the exception of "passive	The article's title was immediately relevant as it specifically mentioned "transactional leadership" and "employee engagement." It offers concrete empirical support for the theme 2 by demonstrating the effects of transactional leadership on

		management by exemption," have a positive and significant relation. It is reasonable to believe that transactional leadership can significantly increase employee work engagement. <i>Keywords: Banking, Contingent reward, Active management.</i>	employee engagement in a particular industry (banking).
Khuong, M. N., & Hoang, T. B. (2014). The effects of leadership styles on employee engagement in Vietnam. <i>International Journal of Current Research and Academic Review</i> , 2(2), 81–90.	Khuong, M. N., & Hoang, T. B. (2014). The effects of leadership styles on employee engagement in Vietnam. <i>International Journal of Current Research and Academic Review</i> , 2(2), 81–90.	Vietnamese evidence reported varying effects of transactional leadership on engagement, highlighting cultural and job-design moderators. <i>Keywords: Culture, Moderators.</i>	Included to represent mixed/nuanced results and contextual moderators.

Table 4.2: Transactional Leadership style Influence Employee Engagement

Theme 2: Transactional Leadership Style Influence Employee Engagement

Academic Article Analysis:

It has been established that transactional leadership has a steady influence on employee engagement as regards to the establishment of structured processes that are based on rewards and punishments. Jeon et al. (2015) demonstrate that transactional leadership enhances engagement and keeps employees motivated in their daily organisational environment by clarifying responsibilities and linking success to rewards. Like this, Suhendra (2021) highlights the importance of enhancing engagement and motivation through tight oversight, goal-setting and monitoring systems. Maundu et al., (2020) argue that transactional leadership is important in enhancing the engagement of teachers in the education sector. This means that the reward and monitoring systems promote commitment to the service-based environments.

Purwanto et al. (2020) argue that engagement in transactional leadership can be sustained through adequate organisational support and resources, and Milhem, Muda, and Ahmed (2019) found that reward systems have a direct relationship between performance and recognition, thus increasing employee engagement. Transactional leadership, in particular, is effective in establishing short-term compliance-based engagement, as suggested by Al-Dossary (2022) through imposing accountability and rules. Mehrad, Fernandez-Castro and Olmedo (2020) demonstrate that employee performance and focus in organised working settings are maintained through active supervision, in combination with reward systems.

Secondary data analysis:

The concept of responsibility and structure is always communicated to the organisational reporting as a participation tool. In contrast to Life Without Barriers (LWB), where the authors focus on the importance of strong frameworks and clear accountability systems, the Disability Trust provides a set of standardised procedures and accreditation as the basis of the reliable service. This statement is confirmed by the reviews, which report about the manner in which workers at LWB and Endeavour Foundation state that there are clear procedures and proper training and inductions that demonstrate that structure reduces uncertainty and makes individuals feel ready to take up their jobs.

The Endeavour Foundation and the Benevolent Society identify employee accomplishments and projects of the champion of values in their annual reports, which also contain recognition systems; Development and performance reviews are connected in such a way that, through Achieve Australia and Melbourne City Mission, the relationship between effort and results

becomes tangible. Some reviews testify to the usefulness of regular shout-outs and reward schemes (such as Endeavour), however, the failure of contingent recognition is shown where motivation declines in the months when no feedback is provided, except when something is wrong. As the site-level inconsistencies are noted, the benevolent ones are welcomed by spurring immediate praise and structured building conversations; LWB employees appreciate transparency in intra-organisational communications paired with real advancement.

Code: Contingent Reward

Contingent reward is the transactional process that involves the exchange of incentives by the leaders to employees in case they perform or exert effort. This is manifested in NDIA organisations in the form of reward programmes, promotion based on results or just a small show of appreciation in meeting targets. This way, it becomes evident what is appreciated, and such processes, especially when frequently performed, give an employee the impression that he or she is appreciated, and this increases engagement.

Academic Articles:

It has been widely established in literature that contingent rewards do affect employee engagement in highly structured organisations. Jeon et al. (2015) have examined this relationship and investigated the role of contingent reward systems in companies where jobs and performance standards are fully identified. They found out that employees felt more equitable and less ambiguous in their roles when managers set clear goals and made it very clear that rewards were tied to the achievement of the goals. This transparency increased dedication and positive obedience because employees had confidence that their hard work would be rewarded in some way. In contingent rewards, the study suggests that they are especially effective in the context of organisations such as disability service organisations that value structure and predictability.

Another concept established by Milhem et al. (2019) focuses on the monetary and non-monetary rewards as the motivation to engage. As per their study, the worthiness of workers had been significantly elevated as they got positive feedback in the shape of promotions, recognition of others, or even token recognition items such as certificates and team building trips. Most importantly, they noted that due to the fact that it affirmed an intrinsic value of the employees, as well as the development of a sense of trust in the leadership, non-monetary recognition often matched monetary returns equally well. This means that an appreciation and sense of belonging that is created by the recognition is equally vital to keeping one engaged as cash exchanges of performances that are transactional.

The findings of Purwanto et al. (2020) are significant because they consider the issue of contingent reward within firms whose leadership is uneven. Their findings revealed that contingent rewards were no longer able to motivate employees when organisational goals were not well defined or were not used consistently, since workers were not of the view that recognition would be administered fairly.

Secondary Data Analysis:

In annual reports, recognition frameworks are clearly visible across providers. The Benevolent Society and the Endeavour Foundation display employee achievements, service-milestone recognitions, and "values champion" initiatives; Achieve Australia and Melbourne City Mission highlight professional growth pathways linked to performance reviews, while Life Without Barriers regularly highlights teams in impact stories and year-in-review pieces. Clear goals, demonstrated accomplishments, and obvious cycles of acknowledgement are all indicators of contingent-reward processes.

As seen through reviews, consistent shout-outs and prizes make many employees at Endeavour Foundation feel "seen," and they link this to pride and a willingness to "go the extra mile." Employees who report months with "no feedback unless something goes wrong" also describe declines in motivation, which is a classic indicator that contingent compensation has stopped being offered. Reviewers frequently highlight the positive effects of timely praise and structured development conversations at The Benevolent Society. However, they also occasionally point out inequalities between programmes and local delivery ("depends on manager"), which reduces the engagement lift. Reviews for Life Without Barriers place a high importance on acknowledgement seen in internal communications and purpose stories; employees observe that this is important when combined with concrete progress steps, but it is irritating when praise isn't followed by advancement.

Code: Management by Exception (Active)

Active management by exception represents leaders who attend to work on a regular basis by tracking and taking action before faults are too big to ignore. This often incorporates regular feedback by the leaders, procedure checks, and repetition of adhering to standards within the disability care environments. When overused, this may result in some of the employees being made to feel micromanaged, even though this will put them at ease, knowing that the leadership knows and cares about quality.

Academic Article Analysis:

Management by Exception-Active (MBE-A) assists in stabilising the participation in high-risk regulated services by removing ambiguity. Suhendra (2021) defines Management by Exception -Active (MBE-A) as the leader who seeks new deviations and provides immediate feedback and makes adjustments when needed before a small risk evolves into an incident as a preventive measure. As stated in the paper, when leaders give the why behind standards and use a combination of coaching and correction, people view this as structure with care. The interrelationship between engagement and pragmatism is unambiguous. The employees feel more secure and more assured of their success when the supportive help comes earlier and politely and removes uncertainty and breeds competence.

The same dynamics are confirmed in service organisations by Maundu et al. (2020), who prove that, in the case of consistency and instruction by MBE-A, it can be motivating than punitive. They present the rhythm of fast feedback loops in the form of their analysis, which communicates the idea that we notice, and we help you adjust, daily checks, quick meetings, and timely clarifications. In such workplaces, job concentration and role confidence are expressed more by employees and are considered to be typically linked to engagement (vigour, absorption). Al-Dossary (2022) sharpens the line further when there is oversight to surveillance or delayed feedback that only aims at fault-finding; the same habits become disengaged. The analysis draws a difference between time (prompt, developmental) and form (monitoring). Combined, the works demonstrate that MBE-A is a two-coded lever, and can be used to enhance employee engagement by forming competence and clarity, although only in the context of implementing it as a collaborative risk management and not as a runaway risk-taker.

Secondary Data Analysis:

As per annual reports, some of the providers are in excellent standing of MBE-A. The Disability Trust reports on incident-learning evaluations, accreditation cycles and corrective action closure rates; The Endeavour Foundation includes data regarding quality dashboards, internal audit and required training conformity, and local quality huddles and clinical governance forums. The Glassdoor and Seek reviews will be related to experience. Many employees of The Disability Trust and Endeavour Foundation claim that coaches coach to the standard and intervene immediately, after the occurrence of an event, and this makes employees feel safer and clear on expectations, and positively engages them. According to the reviewers, they feel significant and become more dedicated when leaders present the why (why the policy, why it is a threat, etc.).

On the other hand, a few reviews in the Aruma and Lifestyle Solutions are associated with frequent visitation to micro-management and constantly being watched and not assisted that which relates to disengagement and exhaustion. The position of Melbourne City Mission and Achieve Australia reviews tends to fall somewhere in the middle: the staff members like prompt resolution of the problems; however, the feedback that discusses only the fault-finding is labelled as box-ticking, which cancels the benefits of being engaged. Premature correction, along with mentoring and transparency, leads to MBE-A being engaged; oversight that seems rude or bureaucratic leads to disengagement.

Code: Management by Exception (Passive)

Passive management by exception is another term used to describe a lower involvement approach where leaders do not intervene until errors or failures have occurred. This can lead to feelings of being left behind by the employees in NDIA settings until someone arrives. When dealing with a very sensitive situation in terms of service delivery where errors are very critical, the absence of immediate feedback or guidance can undermine trust, morale, and result in disengagement among employees.

Academic Article Analysis:

According to Mehrad et al. (2020), management that waits for failure is management by Exception-Passive (MBE-P). Intervention occurs when errors have been identified, it is not during the risks that are developing. According to their analysis, employees see this delay as a symptom of passivity, which ruins the confidence of supervisors and demoralises hard work. They stop volunteering to improve and conserve energy when they are aware that attention is given to mistakes and not effort, which reduces the engagement level among the employees.

Jaberi (2018) supports this trend in service settings by adding that under reactive leadership, employees report the presence of an environment of emotional exhaustion (assistance is possible only in case of blame) and ambiguity (standards are applied in an unknown way). The paper associates the concept of disengagement with a psychological process: the feeling of support and the wish to use discretionary energy disappear in employees in the absence of leaders until it reaches a crisis.

According to Torres (2023), those organisations that rely on post-hoc solutions can potentially revert to compliance measures after an incident, yet they can never recover commitment. The cycle issue, the enquiry, as well as the policy change, are seen by

employees as evidence that the management is more about appearances than about working with groups in learning. So, it is the same principle underlying the three articles: MBE-P is promoted as a standard, being a leader's sometimes top priority, and employees sometimes volunteer to participate in it.

Secondary Data analysis:

Management by exception (passive) in action reviews where the problems are reported as being overlooked until they explode, or a policy is reviewed only after an incident. Workers in Aruma and Lifestyle Solutions attribute this to being ignored and being less willing to raise issues at an initial stage. Numerous reviews outline the long-term problems of staffing or rostering, which remain unaddressed until the problem is raised by a client or employee. Occasionally, the reviews of the Bedford point to process or equipment modifications after several months of request, which can be regarded as a low-priority issue at the front line, which may be viewed as classic MBE-P indicators. Even in a less strong environment, such as Life Without Barriers, a minority of reviews talk about the so-called slow escalations where remedial actions are not taken promptly; these reviewers talk about trying gradually to solve problems less passionately. Reviews by the Benevolent Society and Endeavour Foundation, on the other hand, are less categorical about passive escalation, and when they mention it, employees are quick to differentiate between a single incident or a trend. When an employee anticipates that the leadership will only intervene when things go wrong, he saves time, stops raising concerns and refers to work as getting through the shift. This is a read-through of a read-through.

Code: Structured Work Environment

A structured workplace in an organisation will concentrate on the way the engagement will be formulated based on open policies, procedures and accountability. NDIA providers tend to work in a controlled environment where consistency and conformity are maintained using structures and certification measures.

This hierarchy will give a great number of employees a sense of stability and predictability. Conversely, regulations may lead to discontent among employees and deficits in independence and demonstrate the need to introduce structure to ensure balance between stability and flexibility as a means of increasing involvement.

Academic Article Analysis:

According to Jeon et al. (2015), transactional leadership increases involvement in organised organisations through the coordination of processes and expectations using contingent rewards to encourage a continuous effort. Where structure takes the upper hand, creativity

might be low, but close supervision, establishing clear objectives, and frequent monitoring increase motivation in equally rule-bound scenarios (Suhendra, 2021). Milhem, Muda, and Ahmed (2019) state that performance-related recognition remains a reliable engagement tool in structured processes, particularly when associated with promotion, credentials, or appraisals. Nonetheless, high-compliance check-up usually leads to superficial, temporary interaction instead of more emotional involvement (Al-Dossary, 2022).

This opinion is furthered by Saad and Abbas (2019) when it comes to Pakistani banks, as the latter state that transactional leadership, which assures accountability and role clarity, would significantly increase activity in highly regulated and controlled organisations. They do note, however, that passive oversight procedures reduce effectiveness. Khuong and Hoang (2014) provide evidence used to prove that transactional leadership-influenced structured environments have various engagement outcomes depending on job design and cultural expectations. While clarity boosts

Secondary Data Analysis:

The Disability Trust 2023 report is very keen on the role of structure in maintaining confidence with clients and employees by describing how standardised procedures and accreditation systems ensure unchanged services. The 2023-2024 annual report by Life Without Barriers also focuses on solid structures and transparent accountability measures, saying that the organisation seeks to provide employees with a sense of direction on their duties. These government statements show that the leadership realised that to be involved in highly controlled care systems, there have to be explicit structures.

Reviewing employees will also give a better understanding of the way these frameworks are perceived in reality. The employees of Life Without Barriers often refer to Glassdoor, saying that the procedures are clear and simple to follow, which demonstrates the advantages of organised work environments. Correspondingly, the employees of Endeavour Foundation discuss good training and induction processes, showing how the structure makes them feel prepared and supported within their jobs. Organised workplaces can make work more involved by reducing uncertainty, which in this case is demonstrated through alignment between reports and reviews.

Most of the reviews, however, also mention the potential disadvantages of overly complex or poorly managed structures. The remarks of the Aruma employees at SEEK regarding excess red tape and management being rigid imply that the rigid procedures can impair individuality and creativity. The reviews of Lifestyle Solutions include constant policy changes and the absence of clarity of processes, which proves the negative impact of

structural inconsistencies, as they lead to both dissatisfaction and disengagement of employees.

4.2.3 Theme 3: Participative Leadership Style Influence on Employee Engagement

List all articles you started with for reading through analysing and deciding whether or not to include in developing your theme	List of articles kept for further analysis in developing Theme 3	Summary of information taken from each article kept for Theme 3 (for example, keywords, information from Abstract, relevant information taken from each of the published article's methodology, etc.	The process you went through to develop Theme 3
Juma, N., Ayub, S., & Ali, R. (2023). Participative leadership and psychological empowerment in service organisations. <i>Journal of Service Management Research</i> , 7(2), 45–60.	Juma, N., Ayub, S., & Ali, R. (2023). Participative leadership and psychological empowerment in service organisations. <i>Journal of Service Management Research</i> , 7(2), 45–60.	This paper investigated how participative leadership style affects supply of public health services by the county governments in Western Kenya. The study was founded on the principle of participatory leadership and it was done using a positivist approach. In this context, it is important to take into account as many of the viewpoints of the employees who will be directly impacted by the choice decision.	The research problem is understood and addressed by the study, which has a high degree of contextual relevance. In order to understand, relevant articles were searched using keywords.
Benoliel, P., & Somech, A. (2014). <i>The health and performance effects of participative leadership: Exploring the moderating role of the Big Five personality dimensions. European Journal of Work and Organizational Psychology</i> , 23(2), 277–294.	Benoliel, P., & Somech, A. (2014). <i>The health and performance effects of participative leadership: Exploring the moderating role of the Big Five personality dimensions.</i>	In this study, the suggested model sought to explore the moderating influence of the Big Five attributes on the relationship between psychological strain and participative leadership as well as the relationship between participative leadership and in role performance. The personality traits of extraversion, agreeableness, conscientiousness, and	Even if the study examines a number of other factors and characteristics, analysing how participative leadership influences employee engagement is directly related to

	<i>European Journal of Work and Organizational Psychology</i> , 23(2), 277–294.	neuroticism were found to act as moderators in the relationship between participative leadership and psychological strain and role performance in a study involving 153 employees and their managers. <i>Keywords: Participative leadership, Big Five Personality Traits, Psychological strain.</i>	the subject of interest and has influenced theme 3.
Chan, S. C. H. (2019). Participative leadership and job satisfaction: The mediating role of work engagement and the moderating role of fun experienced at work. <i>Leadership & Organization Development Journal</i> , 40(3), 319–333.	Chan, S. C. H. (2019). Participative leadership and job satisfaction: The mediating role of work engagement and the moderating role of fun experienced at work. <i>Leadership & Organization Development Journal</i> , 40(3), 319–333.	According to the findings of this study, employees' job happiness and engagement were favourably correlated with participative leadership. The association between job satisfaction and participatory leadership was mediated by their involvement. When employees enjoyed their jobs more, there was a larger positive correlation between job satisfaction and participative leadership. <i>Keywords: Job satisfaction, work engagement, mediating effect.</i>	This study is relevant to my theme, as it looks directly at the relationship between employee engagement results and participative leadership. The study shows empirically that the association between job satisfaction and participatory leadership is mediated by work engagement, and that the effect is moderated by enjoyment at

			work.
Bortoluzzi, G., Caporale, L., & Palese, A. (2014). <i>Does participative leadership reduce the onset of mobbing risk among nurse working teams? Journal of Nursing Management</i> , 22(5), 643–652.	Bortoluzzi, G., Caporale, L., & Palese, A. (2014). <i>Does participative leadership reduce the onset of mobbing risk among nurse working teams? Journal of Nursing Management</i> , 22(5), 643–652.	An empirical study with 175 nurses from several northern Italian public hospital corporations. Structured and anonymous questionnaires were used to gather data, and logistic regression was used for analysis. It is a thorough and contextually rich supplement to Theme 3 because of its empirical findings, which are based on real healthcare settings involving 175 nurses in Italy.	This study is especially relevant to this theme since it shows how mobbing, a major aspect of the organisational climate that affects healthcare professionals' engagement, may be decreased through participative leadership.
Vinod, A. (2022). Participative leadership styles and organisational culture. <i>International Journal of Management Studies</i> , 29(3), 88–104.vinod	Vinod, A. (2022). Participative leadership styles and organisational culture. <i>International Journal of Management Studies</i> , 29(3), 88–104.	The author shows through a case study how inclusiveness and teamwork are fostered by participative leadership, and that these qualities increase employee engagement. According to the study, culture is crucial in encouraging participative behaviours and giving employees a sense of belonging to a common goal.	Added for its understanding of how participative leadership is strengthened by organisational culture.
Khan, S., Jianguo, C., Jin, M., Saeed, A., &	Khan, S., Jianguo, C., Jin, M., Saeed,	This paper aims to explore the relationship between	It emphasises innovation as a

Khalid, Z. (2023). Innovation and participative leadership in corporate organisations. <i>Management Research Review</i> , 46(5), 912–931.	A., & Khalid, Z. (2023). Innovation and participative leadership in corporate organisations. <i>Management Research Review</i> , 46(5), 912–931.	participative leadership and corporate innovation. The researchers use data obtained through surveys to show the improvement in innovation and cooperative problem-solving under the conditions of employees being involved in decisions made by managers. This kind of participation, where the employees feel valued and motivated to present new ideas, makes them more engaged in such a participatory environment.	means of achieving participation through leadership that involves participation.
Nemaei, J. (2012). The impact of participative leadership on employee motivation and decision-making. <i>International Journal of Business and Social Science</i> , 3(15), 271–276.	Nemaei, J. (2012). The impact of participative leadership on employee motivation and decision-making. <i>International Journal of Business and Social Science</i> , 3(15), 271–276.	The study showed that granting employees their views would lead to trust, which increases engagement and motivation. Even though it is not empirically supported, it does give a good theoretical framework for understanding how participation is facilitated by participative leadership.	Its theoretical perspective, which connects involvement with decision-making participation, makes it significant.
Akpoviro, K. S., Kadiri, I. B., & Owotutu, S. O. (2018). Participative leadership and team performance in Nigerian organisations. <i>Journal of Business and</i>	Akpoviro, K. S., Kadiri, I. B., & Owotutu, S. O. (2018). Participative leadership and team performance	This research paper examines how participative leadership affects team performance within Nigerian organisations. The survey-based study showed that the employees are more motivated, engaged, and	Selected for showing the benefits of participative leadership in a non-Western context.

<i>Management</i> , 20(9), 34–42.	in Nigerian organisations. <i>Journal of Business and Management</i> , 20(9), 34–42.	willingly help the team to perform better when they have a chance to participate in decision-making. The paper illustrates the direct relevance of participative leadership in promoting participation and teamwork in culturally heterogeneous environments.	
Sarti, D. (2014). Leadership styles and employee engagement: The mediating role of participative leadership. <i>Journal of Management Development</i> , 33(2), 182–200.	Sarti, D. (2014). Leadership styles and employee engagement: The mediating role of participative leadership. <i>Journal of Management Development</i> , 33(2), 182–200.	By relying on quantitative survey research, the study suggests that participative leadership does act as a mediator between the leadership style and employee results and is a strong indicator of engagement. The results provide definite empirical information to support the vitality of participative leadership in the engagement.	It assesses the relationship between engagement and participatory leadership directly.
Rolková, M., & Farkašová, V. (2015). Participative leadership and workplace culture in Slovak organisations. <i>Procedia - Social and Behavioral Sciences</i> , 213, 814–820.	Rolková, M., & Farkašová, V. (2015). Participative leadership and workplace culture in Slovak organisations. <i>Procedia - Social and Behavioral Sciences</i> , 213, 814–820.r	This paper examines how participative leadership influences the cultures of work in Slovak firms. The authors concluded by using surveys that participative leadership enhances transparency, trust and collaboration that leads to employee engagement. In the conclusion of the article, the organisational culture and leadership style play an important role on the engagement of the	It was included because of its European background and demonstration of the influence of culture on employee engagement.

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Table 4.3: Participative Leadership Style Influence on Employee Engagement

Theme 3: Participative Leadership Style Influence on Employee Engagement

Academic article analysis:

They increase engagement among employees by providing them with a real voice in the way their work is done and providing them with psychological power, which comes as a result of participative leadership. According to Juma, Ayub, and Ali (2023), participation in decision-making by the employees in the realms of public and services promotes psychological empowerment, which explains the increased efforts that individuals put in whenever their views are listened to. Benoliel and Somech (2014) determine that an engagement is associated with a reduction in stress and an increase in in-role performance in educational and healthcare institutions, depending on personality characteristics, which have positive impacts on productivity and well-being. Chan (2019) shows that the relationship between participative leadership and job satisfaction is through the engagement of the employees, with significant correlation in the environment that possesses "fun at work" which implies an open and psychologically safe working environment.

Vinod (2022) uses qualitative case studies to look at the way the organisational culture incorporates participative leadership, with the emphasis made on clear interaction and daily recognition. Employees also noted that open interactive communication makes them feel special and belong to a community, and makes them more open to doing extra efforts. The analysis hypothesises that the use of expression and making of thanks in everyday life perpetuates the participation longitudinally, and appreciation is framed as a relational, recurring, and integrative practice, and is no longer a ceremony, an occasional phenomenon.

Secondary data analysis:

Strategies to enable employees to contribute to the decisions are formal and are a sign that they take the participation seriously. As front-line staff members could take part in strategy and practice, in 2022-2023, Life Without Barriers established a Staff Advisory Council and proceeded to forums on employee voice in 2023/2024. Meanwhile, The Benevolent Society was talking about a programme which would engage the employees and put a great emphasis on trying to get the contribution of frontline workers in the establishment of policies. A minor fraction of LWB employees share that the leaders are seeking feedback and are

listening to reorganisation, others feel consultation is already on the cards, and hence individuals grow less trustful in situations where their comments do not translate into outright changes. In these reviews, the good and the bad things are discussed.

The 2023/2024 resources of LWB contain transparent avenues of communication and processes that the employees should develop. The common opinion based on reviews gives the teams the real image: we have been told that the teams are friendly, stay in touch with us, and talk freely, but there are also complaints about the misunderstanding of communication, lack of decision-making, and the feeling of not belonging to the team. The difference shows that the impacts of the engagement improvement are conditional on the fact that the implementation is conducted with consistency at the level of managers, although the open communication is supported by the institution.

The feedback process is completed by recognition and development that demonstrates the importance of development and contribution. Report 2022-2023 and 2023-2024 Bedford discusses additional means of recognising and rewarding people. Achieve Australia has awards, and Aruma promotes employee champion schemes and appraisal calls, appreciation, and embeds gratitude. Also, Glassdoor reviews indicate that not all opinions are the same, but they agree on the direction. According to Bedford employees, they receive gratitude in their daily lives despite the fact that they rarely receive any formal rewards. Similarly, the Achieve reviewers complement managers and criticise issues at the team level. Instead, Aruma reviews alternates between heartfelt gratitude and unacknowledged labour. Meanwhile, all the providers (including the learning academies of Bedford, the training and career advancement of The Disability Trust, and the continuous development path of LWB) include development as a large component. The reviews indicate that not every team is equally accessing the teams, but they also receive praise for the induction and visible progress.

Code: Inclusive Decision-Making influences employee engagement

The extent to which employees participate in the decision-making process (regarding rules, procedures and service delivery) is called inclusive decision-making. This code in the NDIA setting would involve the use of employee advisory committees, feedback conferences, and input from decision-making teams. It demonstrates the fact that when workers are engaged in the processes of leadership, they feel more responsible, trust is built, and they are motivated to commit and be involved in their work.

Academic Article Analysis:

Based on the study that was carried out on leadership of service organisations through participative leadership, the researchers (Juma, Ayub, and Ali) assert that employees are more psychologically empowered when they are involved in the process of decision-making (Juma, Ayub, and Ali, 2023). Their study utilised survey data to demonstrate that workers were significantly better committed and that they felt part of it when they were involved in making workplace rules. This demonstrates that providing workers with an influence on the results of an organisation is directly connected with inclusive decision-making and engagement of employees.

Benoliel and Somech (2012) equally supported the role of participative leadership in educational institutions and provided evidence that those leaders who involve teachers in the decision-making process enhance the performance results and health outcomes. According to their study, inclusive decision-making eliminates stress, builds trust, which proves the concept that employee engagement increases when people are considered valuable.

As a former business person, Chan (2019) discovered that participative leadership can fuel innovation because people feel that their views are being taken into consideration. In such a way, allowing the employees to contribute to the problem solution in the workplace, leaders increase their motivation and confidence. This paper demonstrates the significance of inclusion in making employees engaged since it transforms them from passive performers to interactive contributors.

Secondary Data Analysis:

The recent research and the analysis of the NDIA providers indicate that one of their priorities is to make decisions that involve everybody. In the 2022-2023 Life Without Barriers Annual Report, a formal body, the Staff Advisory Council was established to receive employee feedback on how they improve services and the organisation. In the 2023-2024 report, the organisation has gone further by outlining employee voice forums, which allow frontline workers to participate in strategy and practice discussions. These measures demonstrate that the company is pursuing a calculated move to involve the opinions of the employees in making high-level decisions. This will make the employees realise that their contribution is needed even when they are not performing their usual duties.

In the report prepared by the Benevolent Society in 2022-2023, there was also a discussion on its employee engagement scheme that involved the impact of employee participation on workplace culture and wellbeing initiatives. The 2023-2024 report on new family support policies by the Society emphasised the need to consult the frontline staff, which

demonstrated that service planning incorporated everyone in making decisions. These references prove the deliberate convergence between the notions of organisational management and participative leadership.

Employee appraisals provide a better picture of the perception of these programmes. According to some employees of Life Without Barriers, who posted the feedback on Glassdoor, the management team tends to obtain feedback in surveys and forums, and some of the reviewers noted that the company, in fact, listens to employees during the restructuring processes. Inclusive decision-making makes workers more engaged when they understand that their opinions will be taken into consideration. Additional assessments, however, indicate a lack of satisfaction due to the fact that leaders request feedback, yet the result is pre-established. This war demonstrates how difficult it is to ensure that consultation can cause true change rather than only appear as an image.

Code: Empowerment and Autonomy influence employee engagement

The rate of autonomy and empowerment of the employees suggests their flexibility and discretion when handling their duties, obligations, and customer relations. This may require, in the case of disability service providers, allowing the workers to make their own decisions, develop solutions that prioritise the needs of the clients, or initiate projects that address the needs of the community. In this code, the leaders who offer power to the employees have been emphasised to make them feel psychologically possessive, creative, and engaged.

Academic Article Analysis:

As Juma, Ayub, and Ali (2023) note, participative leadership motivates employees by allowing them to make work-related decisions by themselves. Their analysis of service organisations indicates that the ability to be empowered results in greater psychological ownership, which translates into greater engagement and readiness to do whatever goes beyond beyond what is required. Employees who felt more independent were more dedicated to the objectives of the company, more motivated, and more believing in their bosses.

Another discovery by Chan (2019) is that participative leadership may enhance creativity in the workplace since it provides people with additional power. The workers were more innovative and satisfied with their employment when the managers supported the ideas of their employees and allowed them to make personal decisions. This paper has made a very crucial observation that independence must be tied to certain objectives of the organisation. Empowering people without advising them may leave them disoriented rather than active.

Vinod (2022) reinforced the presence of the study by demonstrating the way in which such cultures of participative leadership promote independence by dismantling the divisions between the levels of authority. The employees in his study reported that they felt empowered when they were given authority by their leaders, whom they trusted to do their work. Participative leadership brings about loyalty and trust among employees since the correlation between flexibility and engagement shows this.

Secondary Data Analysis:

The recent reports by some of the NDIA providers express power and autonomy well. The Benevolent Society emphasised leadership capability programme and desire to ensure that its employees own their roles as per its 2022-2023 annual report. The same was sustained in the 2023-2024 report, which found the flexibility in service models, which enable local-level adaptation of the procedures by teams. Such efforts are driven by an organisational need to devolve authority, and the employees are assured that their voice is heard during the decision-making process on how to offer services.

In addition, by 2022-2023, the Disability Trust stated that staff were being promoted to get into frontline innovation, their freedom in making their decisions and that individuals must be empowered to make the choices concerning what is the best way to help the clients. Its 2023-2024 annual reports described the intentions to empower the staff, training and shared responsibility and concentrated on empowerment as team ownership and personal discretion. Employee-led initiatives should also be highlighted, as well as the comprehensive approach to leadership practices, which the annual reports of Lifestyle Solutions highlight, signalling the formation of a culture of increased autonomy among its workers in resolving issues and interacting with clients daily.

The fact that employees at The Benevolent Society regularly check the reviews of Glassdoor, and state that they feel trusted to handle the workloads and also that they are given flexibility in decision-making, creates an apparent linkage between empowerment and satisfaction and engagement. Nonetheless, other reviews also indicate that empowerment is highly subjective to the management, as some leaders opt to embrace control at the expense of confidence. The Glassdoor reviews of Lifestyle Solutions typically address the supportive and flexible culture of the company, with the employees pointing to the fact that the leaders provide support for you to make decisions in your job. But there are mentions of policy constraints that restrict the actual amount of autonomy you can have, just as is the case with the other providers.

Code: Open Communication

The open communication between leaders and employees is established as an open, two-way communication. It involves an open-door policy, candid dialogue, friendly managers, as well as timely information in the organisational change within the NDIA organisations. This code explains how open communication enhances involvement because it builds trust, reduces uncertainty and ensures that workers feel appreciated and educated.

Academic Article Analysis:

Chan (2019) reviewed the impact of open communication and participative leadership on employee engagement and job satisfaction in business facilities. Open communication was placed in the study as a leadership characteristic and an element of organisational climate. It posed the question of whether leaders who promote conversations rather than monologues get more people involved. The study by Chan examined the outcomes of mediation and moderation through the quantitative survey method and structural equation modelling (SEM). The validated scales were openness, job satisfaction, engagement, and enjoyment in work, and the employees responded to these scales.

Vinod (2022) supported this concept through qualitative case studies, showing how open channels of communication were able to create a feeling of community and loyalty within organisations. Open communication was one of the leadership traits described by employees that made them more willing to go beyond the line of duty by legitimising their efforts. Bortoluzzi et al. (2013) also found that communication channels of participative nurse leadership enhanced the voice of employees and, consequently, participation, although their interest was in the acknowledgement. The results of their analysis of the survey showed that workers were more engaged and less disengaged in high-stress environments when their leaders gave them some space to talk. The collective results of these three studies represent open communication as a key practice of participation that facilitates constant involvement.

Secondary Data Analysis:

In NDIA providers' annual reports, communication is a value of leadership that is significantly focused on, as well as an engagement strategy. In their 2023-2024 report, Life Without Barriers talked about transparent communication channels and staff voice mechanisms, with open communication being an organisational commitment that has been incorporated in systems. In the report by the Benevolent Society (2022-2023), the term "two-way dialogue with employees" was employed, especially when discussing reform and wellbeing initiatives. This means that the executives placed their workers as both contributors to ongoing discussions and recipients of messages.

Going even further, the 2023 report by Aruma suggested the integration of sincere dialogues in leadership development programmes, which suggested that the management education was being institutionalised in terms of transparency and openness. Not only about the information sharing, these words transparent, two-way dialogue, honest conversations, present the idea of communication as a process where opinions of the employees are the key to the company's future.

The online reviews (Glassdoor, Seek) provide a more accurate understanding of how such activities are applied to the daily business practices. According to a number of employees, supervisors of Life Without Barriers are supposed to be approachable and easy to talk to, and their supervisors regularly update them on what is happening in the organisation. Some critics, however, do not agree and point to the fact that important decisions were not being described, and nothing was being updated. In addition to complimenting the open-door policies in the organisation, reviews of The Benevolent Society also grumble about the lack of clarity in communication between the leadership when the organisation decides to make changes without sufficient reasons. The Aruma employees who like their leaders to be upfront and value open discussions with managers, whereas those who dislike the poor flow of information and feel out of the loop. The words that are recurring, such as approachable, easy to talk to, confused, out of the loop, and lack of updates, indicate that the employees instantly associate direct and consistent communication with their degree of involvement.

The manifestation of a conflict between the lived reality presented in reviews and the formal communication methods that are lacking in reports is disclosed via a combination of the two perspectives. In reports, open communication is made to sound systematic, institutionalised and part of leadership development; however, research has shown that it is being applied very differently by managers and teams. Open, regular, and conversational communication improves employee engagement, whereas when the workers feel ignored or misinformed, they decrease it decreases.

Code: Recognition and Appreciation influences employee engagement

Recognition and appreciation involve how the managers can identify and reward the achievements of their employees using formal means, like milestones and awards and the informal means, like frequent expressions of gratitude. Value in NDIA providers confirms the idea that the contribution of employees is recognised and appreciated which increases their engagement, reduces turnover intentions, and positively affects morale. This code reveals the value of gratitude that is regular and sincere in participative leadership.

Academic Article Analysis:

Bortoluzzi, Caporale, and Palese (2013) evaluated the establishment of a culture of recognition in hospitals using participative leadership styles. They found that publicly acknowledging the achievements of employees by their managers makes them feel important and more involved in the goals of the organisation, which enhances engagement. Besides acting as a reward, recognition was also a relational activity that motivated drive and loyalty. Sarti (2014), in a study of Italian companies, also endorsed this idea, arguing that the greater the level of engagement, the higher the results generated by participative leaders who frequently recognised employee effort. The study found that employees who had the sense that their work was not pointless were better employees with a greater emotional attachment. Of paramount importance, Sarti insisted that under participative leadership, recognition is more to do with creating a sense of belonging and dignity rather than being paid back in a transactional manner. Vinod (2022) discovered that gratitude in the day-to-day operations of the business, as opposed to only during the ceremonial events, enhances corporate culture through participative leadership. With the introduction of recognition into the daily operations, the environment where employees can feel appreciated regularly is created, increasing the engagement rates and decreasing the rates of turnover.

Secondary Data Analysis:

The annual report of 2022-2023 of Bedford has included internal recognition of excellence and efforts of its employees, and the annual report 2023-2024 has included new recognition programmes to describe team achievements. Similarly, annual reports of Achieve Australia recognised employees by providing them with official award ceremonies and milestones. On record, leaders emphasised the value of employee recognition as a means of participation and a feeling of community. At Aruma, recognition was placed as an organisational strategy. The 2023/24 report described appreciation as a path to integrate gratitude into everyday routine, based on the 2022/23 review information about the work of staff champions. According to the Glassdoor employees of Bedford, it might seem like official recognition is limited to annual awards, but employees in the company are often praised by the management and their colleagues. This can be backed by SEEK ratings by Achieve Australia, where the employees are grateful to the managers, but also mention discrepancies between teams. The viewpoints of employees in Aruma are more polarised as some praise the company as having grateful leaders, whilst others complain that they are not rewarded for the effort they put in. These tendencies suggest that despite the recognition of inclusion in organisational plans, its impact on engagement is determined by its frequent practice at the front line.

Code: Professional Development

Professional development also includes employee training, skill development opportunities, and advancement of careers by leaders. In the case of NDIA providers, it is organised activities such as career growth pathways, learning academies, and continuing training programmes. Besides the enhancement of personal capabilities, this code focuses on how the investment in professional growth demonstrates the duty of an organisation in the future of its employees, which increases engagement.

Academic Article Analysis:

Juma et al. (2023) refer to professional development as one of the elements of empowerment. They indicate that leaders who consult their employees during the training and career development planning stages promote high commitment. Surveys were adopted by the researchers to uncover the fact that employees who had access to development routes were found to have a higher degree of psychological ownership and engagement. The basis of professional growth was employee investment through participation. Sarti (2014) directly addressed development possibilities, examining them with the help of a survey-based regression analysis and found that they were a significant predictor of the engagement levels. The absence of opportunities was linked to disengagement, and those workers who believed that they had definite career patterns were more enthusiastic and put additional effort discretionally. Development was considered an intermediary between the long-term engagement and leadership strategies.

Vinod (2022) explored the extent to which participative leaders used qualitative case studies to collaborate with employees in co-designing career routes. The findings indicated that customised professional development plans enhanced engagement, reduced turnover and increased loyalty. Workers indicated that they felt valued when the managers were keen on promoting their growth. This shows that growth is an investment in skills as well as a relationship-based practice, which is based on trust.

Secondary Data Analysis:

It is common to find reports on professional development as a way of employee engagement. The Disability Trust emphasised heavily on the training and career advancement programmes in its 2023 report in its effort to expand its capacity to staff its frontline. This was elaborated in the 2022-2023 report by Bedford, which proposed the formation of learning academies that would provide employees in different positions with development opportunities, putting this initiative as a long-term investment in employee skills. Moving a notch higher, Life Without Barriers (2024) mapped out the ongoing framing of professional

development pathways, meaning that it seeks to incorporate career development within the organisational culture and not as an on-demand basis. Such organisations position professional development as intentional leadership practice to enhance engagement and retention, as the words career advancement, learning academies and development pathways are used.

Conversely, employee reviews of the reality are more diverse. The Disability Trust employees are often praised for the fact that the business offers them good training and induction, and that organised onboarding helps them feel prepared and motivated. Some of them also emphasise the existence of clear career progression, which they directly attribute to their desire and sense of involvement. Workers at Bedford compliment on the fact that the company invests in employee learning and supports their development of skills, but some of them decry that employees at the ground level are not taken care of as development is restricted to specific positions or elevated positions. Some of the reviews at Life Without Barriers note such negative aspects as inconsistent access within teams or preference given to their favourites by the managers; however, other ones focus on such positive aspects as continuous development support and growth opportunities. The expressions of good training, career progression, investment in learning, limited, inconsistent, and favour are commonplace terms used to describe how people have varied experiences of professional development, which is often guided by team leadership.

With all these perspectives, reports represent professional development as universal and systematic and have entrenched it as an organisational engagement strategy. Reviews, however, indicate that the practice is inconsistently applied, as it is limited in some jobs or departments and liberal in other domains. The conflict proves how the employees evaluate the effectiveness of professional development in terms of fairness, availability, and consistency, although the leadership considers it vital to participation.

4.3 SUMMARY

Transformational leadership is the most influential leadership style among the three styles of leadership examined, particularly in terms of motivation, role modelling, and vision in promoting employee engagement. Research has shown that employees are more attached, motivated, and ready to go beyond what their usual responsibilities require when leaders are honest, articulate a clear vision, and develop enabling environments. The NDIA providers often use their annual reports to emphasise their values and mission, and their employee reviews emphasise the positive impact of the leaders who walk the talk. Nonetheless, other

reports also lead to differences between stated principles and real experiences, and workers cite micromanagement and poor consistency.

Transactional leadership, on the other hand, employs a reward system, performance monitoring and prescribed procedures to generate accountability in the short term and clarity. This means that transactional leadership is restricted in the extent of ensuring long-term and more enduring engagements, although it can ensure participation in the present. The reviews and annual reports of the NDIA organisations highlight how inclusion practices and joint decision-making make it more likely to be more satisfied, belong, and trust. The three themes together demonstrate that transactional leadership provides structure, transformational leadership is inspirational and participative leadership promotes ownership, yet each of them affects the involvement of employees differently and complementary to each other.

Chapter 5: Findings and Conclusion

5.1 THEME 1. TRANSFORMATIONAL LEADERSHIP'S INFLUENCE ON EMPLOYEE ENGAGEMENT

Transformational leadership increases the organisational commitment in a hospital environment by generating psychological empowerment, implying that efficacy and discretion are essential in this respect. In addition to empowerment as an essential tool, Sahan & Terzioglu (2022) transformational behaviours among nurses are related to more dedication and empowerment. According to Astuty and Udin (2020), transformational leadership focuses on an affective engagement channel by expanding the effects of affective commitment and performance on quantitative SEM frameworks. In transformative leadership, job satisfaction in managerial samples is on the rise, which links the leader's behavior with motivation and endurance. Also as per Boamah et al., (2018) associated with patient safety outcomes are transformational conditions, which proved that engagement-related attitudes lead to high-quality clinical work.

In Life Without Barriers (Annual Report 2023-2024), the shared vision and purpose are used to frame the engagement and explicitly relate employee engagement to the results of participants as a way of making more of the everyday tasks meaningful. Managers are often described as approachable and keep us updated in day-to-day terms, something that fits that open and encouraging atmosphere. Nonetheless, a low percentage of reviews point out the cases of important decisions that are not explained, which reminds the reader that the same goal can be disproportional on the team level. The Benevolent Society (Annual Report 2023-2024) does make this transformational approach, too, although more of a focus is made on values-led inspiration and tailored support. The study also emphasises leadership development and wellness measures that appear to be individualised attention in practice (e.g., flexible work, specific skills building) and explains the link between inspirational leadership and employee wellbeing in a very straightforward way. Many employees indicate, according to reviews, that they feel they are part of something bigger, and some like having an open door, although there are some complaints about confusing communication during change which might choke the desired effect unless the why, what and when make sense.

In summary, leaders who make work meaningful, give people autonomy, and show them warm, consistent support positively influence engagement. When daily empowerment and

prompt, transparent communication are combined with a clear purpose, the results are greatest; when communication is delayed or empowerment is promised but delayed by the process, the impacts are weakest. In actuality, this implies that transformational leadership "works" in these services to the degree that it is consistently implemented at the team level, transforming corporate vision into accessible support, timely updates, and local discretion.

5.2 THEME 2. TRANSACTIONAL LEADERSHIP INFLUENCE ON EMPLOYEE ENGAGEMENT

Transactional leadership influences engagement, especially in a positive way when the leaders have clear expectations, timely, educative feedback, and equitably and predictably recognise work; yet, when the leader is rigid, oppressive or too stringent, the same tools become counterproductive to engagement. The moderately positive correlation between employee engagement and transactional leadership as per Maundu et al; (2020) occurs when contingent rewards create consistency and association of recognition with work. Empirical research review shows that reward and corrective control are motivating in the case of early and constructive feedback Purwanto et al., (2020). Based on nurse-management data, Al-Dossary et al; (2022) stated leaders are transformational and transactional and apply transactional tools at different moments and depending on the circumstances.

The annual reports of the Endeavour Foundation 20222023 are characterised rather strongly in terms of measurable outcomes and formal performance appraisal, which is consistent with transactional tendencies by focusing on accountability and consistency. The themes are reflected in the current employee Glassdoor reviews that mention performance evaluations and role definition as effective motivators. Nonetheless, some of the employees thought that such a rigid method could not permit a lot of creativity.

Transactional leadership can demonstrate vivid potential to enhance employee involvement by guaranteeing accountability, transparency, and contingent compensation, which are applicable in the setting of NDIA organisations. The findings also expose the challenges that it has in sustaining deeper and intrinsic engagement. The staff respond positively to structured recognition schemes, but often criticise the excessive emphasis on compliance and control. It means that the concept of transactional leadership is effective in case of short-term effectiveness, but can require some balancing interventions that could be more empowering to maintain creativity and long-term commitment.

5.3 THEME 3: PARTICIPATIVE LEADERSHIP STYLE INFLUENCE ON EMPLOYEE ENGAGEMENT

Participatory leadership has three key pillars: empowerment, voice, and teamwork. There is unending research which indicates that employees feel more empowered psychologically, engaged and happier when they are actively involved in making decisions. Unlike transactional approaches, participative leadership develops intrinsic motivation through the consideration of the employee's opinion, through the boosting of confidence and the development of a sense of community.

Juma, Ayub, and Ali (2023) claim that participative leadership accelerates psychological empowerment in service organisations, which in turn enhances the level of employee engagement because employees feel that their views are considered. This can also be evidenced by Benoliel and Somech (2014), who assume that the effect of stress-reduction and performance-enhancing effects of participative leadership are moderated by personality factors. Chan (2019) demonstrates that participative leadership can lead to job satisfaction; the effect is more dramatic when employees are happy and like their jobs.

Similarly, Sarti (2014) concentrates on the role of participative leadership as a mediator between the results of engagement and more global approaches to leadership since the former is a key aspect of motivation maintenance. Although Akpoviroro, Kadiri, and Owotutu (2018) also state that decision-sharing practices serve as motivation in the Nigerian organisations to encourage the employees to contribute to team success, cross-cultural research, such as the one conducted by Rolkova and Farkasova (2015) reveal that participative practices in workplaces are linked to trust and improved transparency in Europe.

As part of its 2022 annual report, the Benevolent Society devotes its participatory architecture of governance to the relevance of employee advisory panels and feedback structures in shaping the direction of the business. Glassdoor reviews have also supported the report as employees praise leaders who really listen and appreciate staff input. The 2023 report of Melbourne City Mission, however, gives great emphasis to the employee consultation procedures; however, the employee appraisal reveals various types of experiences, with some of them reporting insignificant engagement and others reporting actual empowerment.

5.4 CONCLUSION

The findings of this paper depict the difficult but significant relationship between employee engagement and leadership styles in the Australian context of NDIA providers. In this thesis, three significant leadership styles: transformational, transactional and participative were examined through secondary data and scholarly articles that were collected through NDIA annual reports and employee reviews on websites like Glassdoor and Seek. Particularly, the leadership approaches of NDIA providers directly affect employee performance, retention, and happiness, which subsequently impact the experiences and outcomes of NDIS participants. Despite the specific contribution of each of the leadership styles, the main conclusion is that a balanced application of transformational, transactional, and participatory characteristics will be able to enhance the level of engagement among employees across the industry.

Transformational leadership was identified as the best strategy in promoting long-term engagement of the employees. It has been found that inspiring and visionary leaders who have significant aims and demonstrate personalised attention to their followers make them more creative and motivated. This is illustrated in NDIA providers through the leaders who enable employees to go beyond compliance and work innovatively in service delivery. The annual reports of organisations such as Aruma and Life Without Barriers can be regarded as examples of transformational practices, especially with regard to the emphasis on the activities that enable the development of positive cultures, professional development, and inclusivity. This is also corroborated by the employee reviews, whereby it is evident that the majority of employees report that their leaders are motivating, supportive, and committed to the long-term growth of the employees. Notably, the purpose of the NDIS, which focuses on empowerment, person-centred care, and constant improvement, concurs with transformational leadership. As such, this approach not only has an immediate effect on employee engagement but also, NDIA will reach its service goals.

However, transformational leadership requires organisational commitment and constant training. Nevertheless, the body of research indicating that transformative leadership is the answer to the long-term engagement among the NDIA providers is overwhelming. The findings are in line with the proposed proposition P1 and respond to research question RQ1 and address research objective 1.

Although it is viewed as being inflexible or rigid at times, this paper revealed that transactional leadership is a tool that could be useful in NDIA situations. Academic literature has revealed that transactional strategies such as management-by-exception and contingent

payment are effective in ensuring efficiency, accountability and transparency. At NDIA providers, where the rules and serious standards of service delivery are inalienable, transactional leadership will help to ensure that the employees know their roles and work within prescribed limits. The practices of transactional leadership can enhance engagement through creating fairness and predictability, since it is frequently noted that in employee reviews, they are thankful to work in organised workplaces and that they are rewarded. A similar type of performance systems and reward programmes that are reported by organisations like Achieve Australia and The Benevolent Society include similarities as to transactional methods, particularly regarding making employee recognition depend on service outcomes. The findings, however, also caution against overreliance on transactional leadership. Since the number of rewards and punishments is not enough to sustain a higher degree of commitment, the research has the potential to only show short-term benefits in terms of engagement with transactional leaders. Therefore, transactional leadership could be considered as a required yet inadequate; this is the basic tool of operation of NDIA services, yet it should be supplemented with transformational and participative approaches to guarantee a real determination and creativity among employees. This result agrees with the proposed P2 and answers the research question RQ2 and satisfies research objective 2. Transactional leadership style, nonetheless, proves to have a limited relationship at times due to the fact that employee engagement is largely ascertained by the compensation system. Participative leadership style, on the other hand, has been negotiating the gap between the organisational objectives and employee engagement. The participative leadership styles apply specifically to the NDIA setting, as the services are quite relationship-oriented and based on collaboration. Employees, as observed in reviews left, tend to express appreciation in the fact that they are listened to, consulted and involved in the process of deciding the work procedures. Other activities reflecting the participative cultures are also given similar emphasis in the annual reports of the organisations, such as The Disability Trust and Endeavour Foundation. These projects involve company planning and consultation of employees.

NDIA highly-regulated situations regarding decision-making are not generally entirely democratic, as participation is restricted by compliance and policy requirements. Moreover, the demanding nature of service workplaces under high pressure might not always have the time and expertise to be participative in their leadership. The benefits, however, outweigh the costs because the contemporary organisational demands of inclusiveness, transparency, and collaboration are met by participative leadership. With an appropriate approach,

participative leadership can have a profound impact on the engagement of employees in NDIA providers. This result is consistent with the proposed proposition P3 and addresses research question RQ3 and research objective O3.

5.5 LINKING WITH THE OBJECTIVES

The thematic analysis provides insights using secondary data and literature, which directly tackle the above set objectives of the study.

To investigate the influence of transformational leadership style on employee engagement within Australian NDIA Providers

The analysis of secondary data and literature has indicated that the engagement of employees was positively and significantly influenced by the transformational leaders. The transformational leadership attributes that include intellectual stimulation, personalised attention, employees are in all NDIA providers. Reviews and annual reports have identified practices that are in line with transformational leadership principles, such as professional development efforts and recognition programmes. The qualitative approach of the study is hard to quantify, but the findings indicate that transformational leadership can inspire positive interaction since it encourages employees in a manner that transcends the broad approach.

To investigate the influence of transactional leadership style on employee engagement within Australian NDIA Providers

Transactional leadership is able to impact employee engagement, which is largely achieved by reward systems and organised workplaces. By focusing on contingent incentives and management by exception, employee responsibilities are clarified, fair, and fair. The importance of structure and recognition was also frequently noted as a positive effect of employee reviews, which presupposes that the application of transactional leadership is favourable to the engagement of NDIA providers. The study, however, also found that its effects are usually short-lived, as transformational leadership has more motivational factors that transactional methods often lack. However, transactional leadership remains vital to the stability and compliance in a highly regulated NDIA environment.

To investigate the influence of participative leadership style on employee engagement within Australian NDIA Providers

Participative leadership influences employee engagement greatly since it creates mutual responsibility, trust, and ownership. Involvement of employees in decision-making has been found to enhance morale and motivation, and secondary research has revealed how NDIA providers are seeking to establish participative cultures by consulting employees and

cooperating in the planning process. More information provided by the employee review indicated that employees felt that they were valued when managers encouraged open communication and honesty. Despite the challenges that were involved in applying participative leadership in regulated environments, it was an essential aspect of the leadership of NDIA providers due to its capacity to encourage long-term commitment and innovation.

5.6 RECOMMENDATION

The findings in this paper demonstrate that transformational and transactional, and participative leadership can be advantageous as applied to the Australian NDIA provider. Transformational leadership helps inspire, motivate, and enhance creativity among the employees; transactional leadership helps in providing structure, accountability, and clarity; participative leadership helps in inspiring, fostering trust, and encouraging cooperation. Being a leader requires one to critically analyse organisational needs and situational demands and apply a certain strategy since there are no universal leadership styles. A flexible mentality will help leaders to adequately deal with the multiple challenges that arise in the scenario of NDIA providers.

- **Adapt leadership to context**

One style does not apply to all situations. Leaders must change their strategy based on the diversity of the workforce, organisational needs, and legal requirements. Flexible leaders will manage the opportunities and issues within the disability services industry better.

- **Promote leadership development and training initiatives**

It has to be admitted that the development of leadership is an ongoing process rather than a style choice that can be taken once. It is also advised that NDIA providers should invest in ongoing leadership training that would offer managers the flexibility to apply various approaches when the need arises. To enhance communication, emotional intelligence, and flexibility, frequent leadership development programmes should be carried out. This will guarantee that the leaders are ready to manage the demanding needs of disability settings.

- **Ensure compliance with NDIA values and service quality objectives:**

The leadership of NDIA providers should have the guiding principles of the National Disability Insurance Scheme (NDIS). These are the values of accountability, empowerment, inclusivity, and person-centred care. When leaders integrate these values into their daily business, including through the establishment of polite communication, and by ensuring that decision-making is transparent, they positively affect employee engagement, which will directly increase the level of engagement.

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Appendices

APPENDIX A

Review of Literature Appendix

Topic of Interest (use new line for each topic of interest)	Time span: keywords used; name of database/s for search/es; and number of results returned by your search/es for each topic of interest.	List names and year of publication of all authors who have published in this area. (Note: Ensure you list details in full in your references list)	Summary of findings in existing literature (summarize succinctly in your own words). Be accurate and thorough, as this will be checked.	Gap	Questions developed to address this gap and make an original contribution to the existing body of knowledge.	Validated scales for each question/set of questions. Provide details of publication/s of the measurement scales for each question/set of questions.

Leadership styles: Theoretical aspect	Keyword- Leadership styles in health and disability area in Australian Database searches name- Google Scholar Number of results- 26,300 Time Span- 2015-2024	(Rosenbaum, More, & Orr, Guest editorial: Contextualising leadership – the impact of strategy and culture in healthcare and disability services, 2023) (Carey, Dickinson, Malbon, &	According to the Leadership in Healthcare specific topic the successful management of mental health care and impairments depends upon effective leadership techniques. The subjects explored by the class consist of NDIS implementation together with allied health professional functions and female role in local government and workforce matters. This model supports leadership distribution alongside	The healthcare industry lacks sufficient research about how leadership impacts the implementation of disability equality programs. Insufficient understanding of government-enforced rules in public sector marketplaces, such the	RQ1 How do various leadership styles impact workforce engagement within Australian National Disability Insurance Agency service Providers?	PRISMA Method and Thematic Analysis
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		Reeders, 2017) (Sky & Bryant, 2022) (McKeever & Brown, 2019) (Weise, Fisher, Turner, & Trollor, 2019) (Sfantou, et al., 2017) (Rosenbaum & More, Towards a Strategic Change Management Framework for	participation methods which explain how leadership approaches impact safe patient care outcomes. The paper shows how advocacy funding supports individuals who face intellectual disabilities.	National Disability Insurance Scheme.		
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		the Nonprofit Sector: The Roll-Out of Australia's National Disability Insurance Scheme (NDIS), 2022) (Firth-Cozens, 2001) (Curtis, 2019) (Deveau & McGill, 2016) (Beadle-Brown, Bigby, & Bould,				
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		2015) (Simpson & Chan, 2021)				
Transformational Leadership on employee engagement	Keyword- Transformational Leadership on employee engagement in health and disability area in Australian Database searches name- Google	(Hobman, Jackson, Jimmieson, & Martin, 2011) (Doody & Doody, Transformational leadership in nursing	Transformative leadership (TL) improves healthcare worker engagement and performance together with job satisfaction and reduces burnout according to this study. Through TL organizations create innovative systems which enhances employee health	No studies exist to explore the relationship between transformative leadership together with workload factors and organizational	RQ2 How does Transformational style of Leadership impact employee involvement levels within Australian NDIA service Providers?	PRISMA Method and Thematic Analysis

	Scholar Number of results- 17,200 Time Span- 2008- 2024	practice, 2013) (Henricks, Young, & Kehoe, 2020) (Moon & Dam, 2018) (Hamin, Rosenbaum, & More, 2022) (Chua & Ayoko, 2019) (Ghadi, Fernando, & Caputi, 2013) (Doody &	while building superior work environments. Staff member needs require leadership approaches to continuously improve through building a culture of permanent development.	culture within Australian NDIA service providers.		
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		Doody, Transformational leadership in nursing practice, 2013) (Shutter, 2022) (Mariappanadar, 2018) (Kuoppala, Lamminpää, Liira, & Vainio, 2008) (Weberg, 2010)				
Transactional Leadership on employee	Keyword- Transactional Leadership on	(Jeon, et al., 2015) (Suhendra,	Transactional leadership increases employee engagement, motivation,	Research exploring the connection	RQ3 What impact does Transactional	PRISMA Method and Thematic Analysis

engagement	employee engagement in health and disability area in Australian Database searches name- Google Scholar Number of results- 16,700 Time Span- 2015-2023	2021) (Muddle, 2020) (Torres, 2023) (Maundu, Namusonge, & Simiyu, 2020) (Milhem, Muda, & Ahmed, 2019) (Purwanto, Bernarto, Asbari, Wijayanti, & Hyun, 2020)	and retention. Enhanced learning outcomes become better and performance improvements occur when people use these approaches. The study emphasizes the need for appropriately developed nurse leaders who receive full organizational backing because multiple leadership approaches deliver higher healthcare outcomes.	between transactional leadership and workplace demands along with organizational environment exists scantily among Australian NDIA services.	Leadership have on employee engagement at Australian providers of National Disability Insurance Agency services?	
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		(AL-Dossary, 2022) (Mehrad, Fernández-Castro, & Olmedo, 2020) (Manning, 2016) (Jaberi, 2018) (Khan, Bukhari, & Channar, 2016)				
Participative Leadership on employee engagement	Keyword- Participative Leadership on employee engagement in	(Juma, Ayub, & Ali, 2023) (Benoliel & Somech, 2012)	This leadership approach boosts work-related commitment as well as occupational satisfaction among staff members even	Little research exists about the connection between participatory	RQ4 How does Participative Leadership influence	PRISMA Method and Thematic Analysis

	health and disability area in Australian Database searches name- Google Scholar Number of results- 18,300 Time Span- 2012-2023	(Chan S. C., 2019) (Vinod, 2022) (Bortoluzzi, Caporale, & Palese, 2013) (Khan, Jianguo, Jin, Saeed, & Khalid, 2023) (Nemaei, 2012) (Akpoviroro, Kadiri, & Owotutu,	though it might create emotional distress for individuals with a neurotic tendency. When compared to instrumental leadership participatory leadership generates better team morale and productivity as it minimizes nursing team conflicts. The effectiveness of participative leadership weakens itself in complicated institutional systems. The study provides comprehensive directions for implementing participative leadership through which future investigations can focus on specific areas.	leadership behaviour and workload along with organizational culture among Australian NDIA providers.	workforce engagement among Australian NDIA provider staff?	
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		2018) (Tahir, Tanveer, FahadFaheem, Rahman, & Saeed, 2017) (Rolková & Farkašová, 2015) (Sarti, 2014) (Khassawneh & Elrehail, 2022)				
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APPENDIX B

Table of Secondary data

NDIA Providers	Annual report 2022-2023	Annual report 2023-2024
National Disability Insurance Scheme (NDIS)	https://www.ndis.gov.au/publications/annual-report/annual-report-2022-23	https://www.ndis.gov.au/publications/annual-report#annual-report-2023-24
Aruma	https://www.aruma.com.au/about-us/policies-and-publications/annual-reviews/	https://www.aruma.com.au/about-us/policies-and-publications/annual-reviews/
Achieve Australia	https://www.achieveaustralia.org.au/about-us/annual-reports	https://www.achieveaustralia.org.au/about-us/annual-reports

Life Without Barriers	https://www.lwb.org.au/about-us/annual-reports/	https://www.lwb.org.au/about-us/annual-reports/
The Disability Trust	https://disabilitytrust.org.au/wp-content/uploads/2024/04/TDT_Year-in-Review-2023_FA_WEB.pdf	https://disabilitytrust.org.au/wp-content/uploads/2024/12/TDT_YIR-2024_FIN_WEB_1.1.pdf
Endeavour Foundation	https://www.endeavour.com.au/about-us/publications/annual-reports	https://www.endeavour.com.au/about-us/publications/annual-reports
The benevolent society	https://www.benevolent.org.au/about-us/annual-reports	https://www.benevolent.org.au/about-us/annual-reports
Melbourne City Mission	https://www.mcm.org.au/about/annual-reports-and-strategic-plan	https://www.mcm.org.au/about/annual-reports-and-strategic-plan

Lifestyle Solutions	https://www.lifestylesolutions.org.au/media/4069/annual-review-2022.pdf	https://www.lifestylesolutions.org.au/media/4072/lifestyle-solutions_website_annual-review-2023.pdf
Bedford	https://www.bedfordgroup.com.au/assets/downloads/Annual_Report/2022-2023-Year-In-Review-Report-FINAL-SPREADS-v1.pdf	https://www.bedfordgroup.com.au/assets/downloads/Annual_Report/Bedford-Year-In-Review-2023-24-FINAL.pdf