Transformational leadership and work engagement among managers of casual dining restaurants in Batangas Province

Canobas, Ella Dhain G. ✉
Batangas State University – JPLPC Malvar Campus, Philippines (elladhaincanobas@yahoo.com)

Ylagan, Alex D.
Lyceum of the Philippines University Batangas, Philippines (apylagan@lpubatangas.edu.ph)

Abstract

One of the current issues in research is the role of managers in the world of work. Managers in the current restaurant market have many different options for managing employees. As modernization continuously sets in, the role of manager workforce is getting remarkable because of their participation in managerial position and executive ranks in the companies and different organization. The study was primarily designed to determine transformational leadership and work engagement among managers of casual dining restaurant in Batangas Province. Specifically, as to demographic profile, determine the effectiveness of transformation leadership among managers in terms of individual consideration, intellectual stimulation, inspirational motivation, and idealized influenced and determine the extent of work engagement of managers in terms of planning, organizing, leading and controlling. A questionnaire was used to collect data from the 385 employees from top 10 casual dining restaurant. Descriptive method was utilized to illustrate the significant relationship between the profile of the respondents between transformational leadership and work engagement among managers. Based on the results, the managers' transformational leaderships in terms of individualized consideration, intellectual stimulation, inspirational motivation, and idealized influenced are all effective. On the other hand, the managers' work engagements in terms of planning, organizing, leading and controlling are at great extent. Lastly, there was a strong direct correlation between the managers' transformational leaderships and work engagement. The researcher able to propose an active plan based on the result of the study and provide relevant recommendations.

Keywords: transformational leadership, work engagement, leadership

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1. Introduction

Transformational leadership is a management style that encourages people to innovate and bring about change to help the organization grow and succeed in the future. This is accompanied by a deep understanding of organizational culture as well as ownership of employees and independence on the workstations setting an example at the executive level. It encourages and motivates their employees without micromanaging; instead, they rely on their well-trained employees to make decisions in their assigned tasks. It's a management style that pushes employees to be more innovative, plan, and finds new solutions to old problems. One of the current issues in research is the role of managers in the world of work. In today's restaurant industry, managers have a variety of options for managing personnel. The strong economy has produced such a tight labor market that restaurants will not only fight against one other for managers but will also compete against other retail and service firms for qualified managers (Briefing, 2019).

Businesses' future success will be decided by their ability to attract and retain the best employees in the market. Because a rival will always offer higher perks or salaries to get quality employees to work for them, businesses must be unique in the types of incentives they provide to their managers. Instead of merely a greater salary or better perks, effective companies will provide a whole compensation system. Organizations that can offer a higher quality of life, development and advancement chances, and job variety and conditions in addition to competitive compensation and benefits will be able to attract and retain the best employees.

One of the key reasons that managers and executives are focused on enhancing employee engagement in their firms is retention. Employee turnover is mostly caused by disengaged employees, and firms with high employee engagement reduce both turnover and hiring expenses. Engagement is essential for retaining valued personnel and is an important component of subordinates' happiness; disengaged people are more likely to leave their jobs. Employees that are personally invested in their work are more likely to be motivated and loyal to their company. As a result, the company progresses and more business objectives are reached.

Achieving engagement is truly one of the crucial priorities of the managers/leaders. It is a commitment that begins at the top. Every leader in the business has an impact on the teams they oversee, for better or worse, and this has an impact on individual engagement. Employee engagement can be influenced by several factors, including the overall success of the company, a manager's leadership style, and specific team challenges. To get everyone to put up their best effort, leaders must be able to comprehend the aspects that motivate individuals to participate and those that motivate them to disengage. According to Cornett (2018), to ensure employee engagement, managers must learn how to speak properly and clearly. Employees must understand why they are being asked to accomplish certain tasks by conveying goals, strategies, and decision-making rationales. Furthermore, leaders must share success stories, both individually and as an organization. For example, individual achievements on a team can motivate everyone in the company.

Additionally, setting individual goals that are aligned with company goals improves employee engagement by highlighting the specific ways in which each person contributes. This method also provides each employee with something to be accountable for. Instilling a sense of purpose in employees by articulating a compelling vision not only assures individual alignment with organizational objectives but also adds to increased job satisfaction and engagement. As modernization continuously sets in, the role of the manager workforce is getting remarkable because they participate in managerial positions and executive ranks in the companies and different organizations.

This study will lead to the transformation of leaders' followers who trust, satisfy themselves with their everyday tasks and are optimistic about their leaders; and regard themselves as dynamically driven top achievers. Restaurants in Batangas province are continuously growing given the fact that Batangueños and other nearby provinces are food lovers. These elucidated facts pique the researcher's interest, prompting to conduct further research on the transformational leadership and work engagement among managers of restaurants in four cities of Batangas province namely: Batangas City; Lipa City, Tanauan City, and Sto. Tomas City since there is an increasing acknowledgment of Filipinos' involvement in the country's development, there is a lack of data on those who hold managerial positions. This study will reveal how effective managers are in leading transformational change.

With this purpose in mind, service businesses such as restaurants require transformational leaders who can translate reforms and programs into beneficial outcomes, as well as leaders who can impress, impel, and encourage people to establish and bring about a vision. Improved management functions are critical to accomplishing the industry's vision. In the light of the aforementioned, the researcher would like to make an investigation on the level of managerial engagement of managers in casual dining restaurants in the four cities in the province.

1.1 The objective of the Study

This research aimed to find out the transformational leadership and work engagement of managers of casual dining restaurants. Specifically, it aimed 1) to present demographic profile of employees in casual dining restaurants in terms of; age; sex; civil status; educational attainment; and length of working experience, 2) determine the effectiveness of transformational leadership among managers in terms of, individual consideration, intellectual stimulation, inspirational motivation, and idealized influenced; 3) determine the extent of work engagement of managers in terms of planning, organizing, leading and controlling; 4) test the significant difference of responses on the transformational leadership and extent of work engagement of managers when grouped according to profile; 5) test the significant relationship between transformational leadership and extent of work engagement of managers; 6) propose an action plan based on the result of the study.

2. Methods

2.1 Research Design

The researcher utilized the descriptive method of research. This design is the best method in seeking answers concerning relationships and difference analysis regarding the variables (McCombes, 2019). Additionally, this method is deemed suitable to analyze the responses of the employees of women managers in the research instrument that will be used. In this technique, data is usually collected through a questionnaire coupled with interviews and observation to substantiate more the results of the study. The researcher used the said method just to ensure valid, unbiased, and accurate findings of this study.

2.2 Participant of the Study

This study focused on transformational leadership and work engagement among managers of casual dining restaurants in the four cities in Batangas. The list of casual dining restaurants was established from the four cities of Batangas: Batangas, Lipa, Sto Tomas, and Tanauan City. The researcher selected the top 10 casual dining restaurants based on the trip advisor. These employees are uniquely qualified to serve as the primary source of information about transformational leadership and work engagement among managers because they have direct and firsthand experience with their managers. In particular, the respondents of the study consist of 385 with an effect size of 0.25, a power probability of 0.95, and an alpha level of 0.05 using G Power 3.1.9.

2.3 Data Gathering Instrument

This research used an adopted questionnaire on research entitled "Linking Transformational Leadership to Women Engagement in Management Functions" by Dr.SG Angulo. The researcher sought permission to use her questionnaire via email, and the author granted permission to use her survey questionnaire, which was created by the structure of the questions in the statement of the problem. The author emphasized that the enhancement and refinement of the questionnaire questions were accomplished through meetings with the researcher's mentor, college dean, and faculty specialists. The pilot test which generated a Cronbach alpha of .944 assured the reliability of the questionnaire. The questionnaire was divided into three parts. The first part of the questionnaire is designed to identify respondents' profiles. The second part consists of the statements to determine the effectiveness of managers as transformational leaders along with individualized consideration, intellectual stimulation, idealized influence, and inspirational motivation. The third part of the instrument covers the extent of engagement in managerial functions in terms of planning, organizing, leading, and controlling.

2.4 Data Gathering Procedure

After approval of the topic and the statement of the problem by the topic evaluation committee, the researcher made necessary coordination with her adviser before the distribution of the questionnaire. The respondents were selected properly based on the set of qualifications. A data-gathering permit was ensured as well before the actual survey. The researcher personally administered the survey questionnaire to the respondents to ensure a high percentage of retrieval. More importantly, the researcher explained the research's goal and guaranteed that all responses would be utilized solely for scholarly purposes and treated with the utmost confidentially. Finally, the respondents were given sufficient time to complete the questionnaire. The questionnaire was retrieved, and the data was collated before being computed using a statistical tool.

2.5 Data Analysis

The following statistical methods and tests were utilized in this investigation to achieve reliable and accurate results. Frequency and Percentage. These were utilized to identify the age, sex, civil status, educational attainment, and length of working experience of respondents. Weighted Means and Composite Means. These were used to determine the effectiveness of managers as transformational leaders in terms of individualized consideration, intellectual stimulation, idealized influence, and inspirational motivation and the extent of managerial engagement of managers in terms of planning, organizing, leading, and controlling. Chi-square. This study was used to test the significant relationship between the effectiveness of managers as transformational leaders and the extent of engagement in managerial functions. ANOVA Test. This was used to test the significant difference in the extent of a manager's engagement in managerial functions when grouped according to profile variables.

2.6 Ethical Considerations

Before the study, participants provided written consent. The researcher promised that all responses would be used solely for scholarly purposes and would be kept strictly confidential. The researcher administered the questionnaire herself, with the assurance that the replies would be used purely for scholarly reasons and kept in complete confidence. To preserve information gathered from the questionnaires. The questionnaires were retrieved, tabulated, and computed using statistical software with the assistance of a professional statistician.

3.   Results and Discussion

As indicated in Table 1, in terms of age, the majority of the respondents are age bracket of 26 – 30 years old with the highest frequency of 146 or 37.90 percent. This is followed by the respondent whose ages are ranging from 31 – 35 years old with the frequency of 95 or 24.70 percent. The lowest frequency of seven (7) or 1.80

percent fell in the respondents' age bracket of 51 years old and above.

The findings only show that the majority of employee – respondents are between the ages of 26 and 35, with only a few people over the age of 51 and above. The result implies that casual dining businesses primarily recruit people in their early and middle adulthood. Perhaps, the reason for this is that people in this age range are regarded as healthy and strong enough to work during the pandemic, especially that this includes regular face-to-face interactions with clients.

Table 1

Percentage distribution of the respondents profile

Age	Frequency	Percentage (%)
51 years old and above	7	1.80
46 – 50 years old	25	6.50
40 – 45 years old	17	4.40
36 – 40 years old	47	12.20
31 – 35 years old	95	24.70
26 – 30 years old	146	37.90
21 – 25 years old	48	12.50
Sex		
Male	196	50.90
Female	189	49.10
Civil Status		
Single	138	35.80
Married	217	56.40
Widow/Widower	17	4.40
Separated	13	3.40
Highest Educational Attainment		
Post Graduate	65	16.90
College Graduate	235	61.00
Vocational Course Graduate	53	13.80
High School Graduate	32	8.30
Length of Working Experience		
21 years and above	8	2.10
16 – 20 years	29	7.50
11 – 15 years	46	11.90
6 – 10 years	150	39.00
5 years and below	152	39.50

When it comes to sex, the majority of the respondents are males with the highest frequency 196 or 50.90 percent. The remaining 189 or 49.10 percent are females. It is deduced from the results that there is an almost equal number of employees from both genders. This means that casual dining restaurants have no gender preferences in hiring potential workers.

As to civil status, the majority of the respondents are married with the highest frequency of 217 or 56.40 percent. This is flowed by singles with 138 or 35.80 respondents. The widow/widower and separated got the least frequencies of 17 or 4.40 percent and 13 or 3.40 percent respectively. This only shows that a greater portion of the employees in casual dining restaurants are married. Perhaps, it is since married individuals are more likely to apply for a job to sustain the need of their families.

With regards to the highest educational attainment, most of the respondents are college graduates with the highest frequency of 235 or 61.00 percent. This is followed by postgraduates with 65 0r 16.90 percent. The vocational graduates got a frequency of 53 or 13.80 percent. The lowest frequency of 32 or 8.30 was the high school graduate respondents. This finding proves that casual dining restaurants abide by the minimum requirement for hiring employees. Staffing positions require at least undergraduate degrees. Moreover, the majority of the respondents have been in the companies for 5 years and below with the highest frequency of 152 or 39.50 percent. It is followed by those who stay in the institutions for 6-10 years with 15 respondents or 39.00 percent. There is 46 or 11.90 percent of the respondents with 11-15 years length of stay. The remaining 29 or 7.50 percent

are those who have 16-20 years of working experience. It can be deduced from the results that most of the employees in restaurants stay in the industry for five years or up to ten years. Perhaps, they work abroad after gaining long years of experience in the industry while others probably look for another job of the same nature but in other restaurants.

Table 2.1

Transformational leadership in terms of individual consideration

The managers…	WM	VI	Rank
1. feel secure and stable in the organization	3.21	Often	1
2. are producing quality outputs	2.82	Often	9
3. performed assigned tasks with the least supervision.	2.96	Often	3
4. carry out tasks on time.	2.92	Often	6
5. utilize effective tools and resources to do the job well.	3.00	Often	2
6. offer excellent services/goods/products to customer	2.94	Often	4
7. consider additional work as job advancement	2.92	Often	7
8. can do work independently	2.93	Often	5
9. are enjoying competitive advantage	2.91	Often	8
Composite Mean	2.96	Often	

Legend: 3.50 – 4.00 = Always, 2.50 – 3.49 = Often, 1.50 – 2.49 = Sometimes, 1.00 – 1.49 = Never

It can be seen in Table 2.1 that in general, the employee – respondents assessed that the managers' transformation leadership in terms of individual consideration is effective as proved by the composite mean of 2.96. Meanwhile, the respondents assessed that their managers often feel secure and stable in the organization stable with the highest weighted mean of 3.21 which also ranked 1st. As managers, they are confident with the stability of the company. First and foremost, they must make sure that the organization can withstand whatever challenges whether internal or external. In addition, the second in rank with the weighted mean of 3.00 revealed that the respondents assessed that the managers often utilize effective tools and resources to do the job well. To be efficient, the managers are ensuring as well that their resources and tools are in line with the need of the organization. For instance, they are hiring competent and quality workers who can work well with the company. As regard tools and equipment, they also make sure that the company has high–end facilities for them to provide better service to their clients or customers. This implies that managers are doing their best so that their employees become stable by providing them the security of tenure, competitive salary, and other fringe benefits. (Campbell 2015) The weighted mean of 2.96 which ranked 3rd lowest indicated that the managers often allow employees to perform the assigned task with the least supervision. As managers, their role is to oversee their employees. This is also to let the employees feel that their superior has confidence in them and trust that they can do their job well.

On the other hand, the second-lowest weighted of 2.91 which ranked 8th revealed that the managers often are enjoying a competitive advantage. Perhaps, the low weighted mean score may mean that managers are not that happy with the benefits they are receiving compared with what other companies can offer with their workers in a managerial position.

Lastly, the lowest weighted mean of 2.82 which is last in the rank disclosed that the managers often produce quality outputs. The lowest means score may probably indicate that it is not the primary role of the managers to produce tangible outputs or services to the clients or customers instead it is the role of the employees under them. Hence, the one's producing quality through the guidance of the managers are the employees like them. This was similar to the findings of Edoka (2016) that strong leaders have a strong impact on growth, and that the performance of many individuals culminates in achieving goals. It is also crucial in assuring the quality of an organization's performance.

As reflected in Table 2.2, the managers' transformational leadership in terms of intellectual stimulation is effective as proved by the composite mean of 2.96. In particular, the employee – respondents assessed that their managers often understand their role for the success of the organization with the highest weighted mean of 3.07 and ranked First.

Table 2.2

Transformational leadership in terms of intellectual stimulation

My manager…	WM	VI	Rank
1. understands their role in the success of the organization	3.07	O	1
2. participates in dialogue for changes and development of the organization	2.77	O	7
3. takes part in making plans for the betterment of the company	3.00	O	3
4. takes responsibility in making a decision.	2.94	O	6
5. contributes to the meeting of the organization's goals and objectives.	3.02	O	2
6. is enjoying career advancement or professional growth opportunities	2.95	O	4.5
7. is working according to their field of expertise	2.95	O	4.5
Composite Mean	2.96	Often	

Legend: 3.50 – 4.00 = Always (A) 2.50 – 3.49 = Often (O); 1.50 – 2.49 = Sometimes (S); 1.00 – 1.49 = Never, (N)

This may mean that managers are very much aware that they have a significant role in organizational success. The success of a company will depend upon the caliber of the management in maximizing the resources for attaining business goals. A manager is a vital figure in the work of building company wealth and profit. Additionally, with the weighted mean of 3.02 which ranked 2nd, the respondents assessed that managers often contribute to the meeting of the organization's goals and objectives. This only shows that managers guide the activities of the organization toward reaching predetermined goals. This was consistent with the findings of Triphati and Reddy (2018) who discovered that the competency of organizational leaders determines the organization's future success and performance. Every organization's dynamic and life-giving aspect is management.

On the other hand, the weighted mean of 2.94 which ranked 6th among the items showed that the managers often take responsibility in making a decision. A low weighted mean may imply that, though managers make decisions, there are still others in the firm above them who make the final choice, especially when problems about the organization are too essential or complicated to be determined by the managers alone. Lastly, the lowest in rank with the weighted mean of 2.77 divulged that the managers participate in the dialogue for changes and development of the organization. The lowest weighted mean score may mean that it is not the sole responsibility of the managers to effect change in the organization. For change to occur in any company, each member must think, feel, or act differently. According to Bose (2012), management is the process by which an organization projects what needs to be done to deal with future changes. Even in massive corporations that rely on thousands of individuals knowing corporate ideals well enough to transform them into appropriate actions, leaders must win their followers one by one.

Table 2.3

Transformational leadership in terms of inspirational motivation

My manager…	WM	VI	Rank
1. works for the organization with a high spirit of teamwork.	3.19	O	1
2. realizes that they are a valuable asset of the organization.	2.78	O	6
3. gives recognition and rewards for achievements	3.03	O	2
4. is treated fairly and appreciated for the job well done.	2.92	O	4
5. is happy and satisfied working for the company	3.00	O	3
6. ensures safe and convenient workplace	2.88	O	5
Composite Mean	2.97	Often	

Legend: 3.50 – 4.00 = Always (A) 2.50 – 3.49 = Often (O); 1.50 – 2.49 = Sometimes (S); 1.00 – 1.49 = Never, (N)

It can be gleaned in Table 2.3 that the managers as transformational leaders are effective in terms of inspiration motivation. This was confirmed by the mean of 2.97. Meanwhile, the employee – respondents assessed that managers often work for the organization with a high spirit of teamwork with the highest weighted mean of 3.19 and 1st in the rank. This simply goes to prove that managers of casual dining businesses have a strong sense of teamwork and can urge others to do the same. When managers demonstrate teamwork spirit, it shows that they are more committed to their organization's goals. Likewise, with the weighted mean of 3.03 and ranked 2nd, the respondents assessed that managers give recognition and awards for achievement. This is true since awarding and recognizing employees is a method of motivating them to perform effectively. Managers in casual dining

restaurants typically honor employees on a weekly, monthly, and yearly basis to maintain each employee's morale. According to Harrington (2016), the most crucial aspects of human resource management are communication and teamwork. An organization's degree of transparency and collaboration among employees may be improved via communication and teamwork.

The same weighted mean of 2.88 which ranked 5th indicated that managers ensure a safe and convenient place. The low weighted mean may indicate that managers, despite their desire for a safe and conducive workplace, are concerned about the existing situation. Employees in the restaurant industry are vulnerable to COVID – 19 virus infection since they interact with a wide range of individuals regularly. Lastly, the lowest weighted mean of 2.78 showed that often employees are the valuable assets of the company as assessed by the employees. Perhaps, the employees believe that though managers are important, employees are more valuable in the organization. Employees are an organization's most precious asset. Their skills, expertise, and experience are irreplaceable. As a result, to go forward, companies must have greater focus and value on the contributions of their employees. This was asserted by Shetna (2016) that employees are necessary for the company to deliver goods or services. As a result, increasing employee efficiency and performance becomes a top priority.

Table 2.4

Transformational leadership in terms of idealized influenced

My manager…	WM	VI	Rank
1. takes pride in every accomplishment in the organization	3.04	O	1
2. renders overtime job when necessary.	2.66	O	7
3. demonstrates dedication and initiative towards work.	2.96	O	2
4. displays ownership of the company.	2.93	O	3.5
5. demonstrates honest and ethical behavior at all times	2.93	O	3.5
6. shows the greatest loyalty and commitment to the organization.	2.91	O	5
7. has good working relationships with peers and superiors.	2.90	O	6
Composite Mean	2.91	OFTEN	

Legend: 3.50 – 4.00 = Always (A) 2.50 – 3.49 = Often (O); 1.50 – 2.49 = Sometimes (S); 1.00 – 1.49 = Never, (N)

As illustrated in Table 2.4, the managers' transformational leadership in terms of idealized influence is effective as established by the composite mean of 2.91. Specifically, the employee – respondents assessed that managers take pride in every accomplishment in the organization. This ranked 1st and obtained a weighted mean of 3.04. This might imply that managers are pleased with what their various businesses have accomplished in the business world. Workplace pride is vital for creating a more energetic environment. Employees are more likely to want to come to work and perform a good job when they are energized. Instilling pride is simply one aspect of leadership. Likewise, the respondents assessed that managers often demonstrate dedication and initiative towards work with the weighted mean of 2.97 which is second in the rank. This just demonstrates that managers of casual dining restaurants take responsibility for their jobs and do the right thing for the company. They accept responsibility for their actions rather than claiming it is the duty of others. This is a positive sign that they have a strong dedication and tenacity for the growth of their workers and the firm as a whole. This was parallel with the findings of Gouthier (2013) the connection between an emotional organization's pride and attitude is strong. While the former has a direct, positive impact on customer service dedication and creativity, the latter has a direct impact on customer service commitment and turnover intention.

The equal-weighted mean of 2.93 revealed that the managers often display ownership of the company and demonstrate honest and ethical behavior at all times. This simply means that managers solidify their reputation with their team members and co-workers by demonstrating real enthusiasm for their work. Practicing ethical behavior most of the time as a manager is an indication of corporate ownership since it shows that the leaders are maintaining the firm's image.

The low weighted mean of 2.90 and ranked 6th showed that managers often have good working relationships with peers and other superiors. This simply shows that casual dining restaurant managers keep excellent working relationships with their staff. However, it is also possible that they are also establishing boundaries between their

co-workers and themselves as managers to distinguish their position in the organization as the low weighted mean suggests. The lowest mean score of 2.66 which ranked 7th indicates that managers often render overtime jobs when necessary. This simply means that managers are spending their time on the necessity of service. During this period of the COVID – 19 pandemic, they do not frequently render overtime since they are not working regularly as the operations are limited as required by the local and even national governments. This is most likely why, rendering work over time has been the last priority of the managers as assessed by their employees (Corpus, 2020).

Table 2.5

Summary table on transformational leadership

	Weighted Mean	Verbal Interpretation	Rank
1. Individual Consideration	2.96	Effective	2.5
2. Intellectual Stimulation	2.96	Effective	2.5
3. Inspirational Motivation	2.97	Effective	1
4. Idealized Influenced	2.91	Effective	4
Average Composite Mean	2.95	Effective	

Legend: 3.50 – 4.00 = Highly Effective; 2.50 – 3.49 = Effective; 1.50 – 2.49 = Moderately Effective; 1.00 – 1.49 = Ineffective

It can be gleaned in Table 2.5 that the managers' transformational leadership is effective as proved by the overall composite mean of 2.95. In particular, the managers' transformational leadership in terms of inspirational motivation is effective as it garnered the highest composite mean of 2.97 and first in the rank. This may indicate that managers of casual dining restaurants motivate employees to take action, dramatically improve individual and team performance, and spark creativity and courageous innovation. They perhaps unleash dormant potential by tapping workers' inner drive and values and pushing them to pursue their passions and ambitious goals. This was proved by Fiaz et al., (2017) that inspirational leaders show concern for their followers' well-being, attitude, and skill development to increase their job performance.

This is followed by intellectual stimulation and individual consideration which both got the same rank of 2.5 and composite mean of 2.96. The results on individual consideration depict that managers spread enthusiasm and integrity, acting as role models. This only shows that managers can influence their employees by setting as good examples. This further means that managers can also do tasks they are asking from their subordinates. This was proved by Fisher (2017) that managers possess one or more attributes that allow them to be truly authentic, regardless of what others think of them. They are excellent at establishing real-life examples that people can relate to. Valeriu (2017) believes that leaders should promote and encourage creative ideas, techniques, and approaches, as well as question old ways of conducting business and dealing with employee difficulties.

The last in the rank of managers' transformational leadership is the idealized influence which obtained the composite mean of 2.91. This simply means that managers in casual dining restaurants behave in ways that make them role models for their employees. They are being looked up to, respected, and trusted. Workers identify with leaders and aspire to be like them. Stelmokiene and Endriulaitiene (2015) reinforced this finding by stating that idealized influence suggests a strong emotional and intimate relationship, as well as a distinctive identity of the leader. Meanwhile, Mohiuddin (2017) argued that idealized influence is a characteristic of transformative leadership in which leaders become role models for their followers, whom they adore and respect.

It is manifested in Table 3.1 that the managers' work engagement in terms of planning is at a great extent as proved by the composite mean of 2.96. Specifically, the respondents assessed that their managers directly apply in-depth specialized knowledge and skills by accessing information technology into responsive planning solutions to a great extent with the highest weighted mean of 3.23. The use of technology of the managers is a big factor in responding to planning solutions. This finding is correct since there is a high demand for the usage of information technology in the twenty-first century. Even during this epidemic, when face-to-face interactions are extremely limited, the usage of internet networks is critical. Also, the respondents assessed that managers involve the stakeholders and plan what is to achieve in terms of goals and objectives to a great extent with the highest weighted mean of 3.16. This deeply shows that as managers they want to establish a good professional

relationship with their stakeholders. This might also imply that managers are eager to engage with stakeholders as a source of income or profit.

Table 3.1

The extent of work engagement of managers in terms of planning

Indicators (*The managers…*)	WM	VI	Rank
plan what is to be achieved and involve all relevant stakeholders.	3.16	GE	2
evaluate a problematic situation and resolve it rationally.	2.72	GE	9
demonstrate a commitment to service leading to satisfaction for both internal and external customers.	2.98	GE	4
work as a member of a multifunctional team to meet the desired goals.	2.92	GE	6
manage conflict in a sensible, fair, and efficient manner.	3.03	GE	3
establish relationships with all stakeholders.	2.86	GE	7
solve both simple and complex problems and make decisions based on available information.	2.97	GE	5
apply in-depth specialized knowledge and skills by accessing information technology into responsive planning solutions.	3.23	GE	1
identify and organize resources needed to accomplish tasks	2.80	GE	8
Composite Mean	2.96	GE	

Legend: 3.50 – 4.00 = To a Very Great Extent(VGE); 2.50 – 3.49 = To a Great Extent (GE); 1.50 – 2.49 = To a Least Extent(LE); 1.00 – 1.49 = Not at All(NA)

Furthermore, managers prepare ahead of time to make a lot of preparations for the organization to meet the desired goals. More specifically, stakeholder participation is critical for managers to discover the true interest or need of the customers, which is the process by which an organization includes people who may be affected by the decisions it makes or can influence the execution of its choices. This is supported by Matthew (2015) that automating monotonous operations, speeding up service, and providing a better customer experience are all benefits of restaurant technology. Of course, any type of technology has disadvantages. Employees, particularly those who are older, maybe frustrated and challenged by the learning curve.

With the weighted mean of 3.06, the respondents assessed to a great extent that the managers approach conflict in a sensible, fair, and efficient manner. This may mean that managers tried to enhance employees' capacity to interact successfully with workers of diverse cultural backgrounds by providing communication skills training, as well as handling the communication issues that are frequently the root of an organization's conflict. On the other hand, the respondents assessed that managers identify and organize resources needed to accomplish tasks to a great extent but with a low weighted mean of 2.80. This simply implies that the last thing managers do is to explore resources that might be utilized in the business's operation.

The lowest in rank with the weighted mean of 2.72 indicated that managers evaluate a problematic situation and resolve it rationally to a great extent as assessed by the employee – respondents. The low rating is most likely because there are fewer disputes in the casual dining restaurant industry than in other companies. Customer-related issues are the most prevalent disputes that they face, which supervisors and even middle-level staff may solve even without the intervention of managers (Dormehl, 2016).

Table 3.2

The extent of work engagement of managers in terms of organizing

Indicators (*The managers…*)	WM	VI	Rank
1. set clearly defined objectives.	3.09	GE	1
2. manage time effectively.	2.66	GE	9
3. work in a systematic, methodical, and orderly manner.	3.01	GE	2
4. prepared organizational structure	2.98	GE	4
5. monitor and maintain quality and productivity.	2.99	GE	3
6. comply with legal and safety requirements.	2.82	GE	8
7. maintain the financial capacity of the company.	2.90	GE	6
8. ensure that each employee has duties and responsibilities.	2.86	GE	7
9. provide equal opportunities for the employees in attending seminars and conferences	2.97	GE	5
Composite Mean	2.92	GE	

Legend: 3.50 – 4.00 = To a Very Great Extent(VGE); 2.50 – 3.49 = To a Great Extent (GE); 1.50 – 2.49 = To a Least Extent(LE); 1.00 – 1.49 = Not at All(NA)

It is shown in Table 3.2 that with the composite mean of 2.92, the managers' extent of work engagement in terms of organizing is at a great extent. With a weighted mean of 3.09, the respondents assessed their managers set the companies' objectives to a great extent. This merely demonstrates that management has prioritized the formulation of the company's objectives. An organization that does not have clearly defined goals, as the phrase goes, is lost in the woods. People in the industry are confused about where they should go in this scenario. Similarly, the chances of success are slim. As a result, managers must have a vision for the organization, and objectives serve as an incentive for expressing these concepts to employees. In addition, the managers work in a systematic, methodical, and orderly manner to a great extent with the weighted mean of 3.01 and ranked 2nd. This is a reality in the corporate world and should be an intrinsic part of managers' everyday jobs. This suggests that managers must pay attention to and account for working circumstances that may harm workers or employees. Graham (2017) opined that a vision motivates people to take action. A compelling vision attracts ideas, people, and other resources. It generates the energy and motivation to effect change. It motivates individuals and organizations to commit, persevere, and offer their all. Nevertheless, the managers comply with legal and safety requirements. This shows that managers secure mandated requirements and establish the good standing of the business. However, a low weighted mean may perhaps suggest that those managers struggle in following the law by adhering to the norm, a precise specification, a policy, norm, or regulation because of the demand of the current situation. Compliance is critical in business since it is part of the organization's responsibilities to the community it belongs to while also generating trust.

Furthermore, time management is the manager's least important priority with a weighted mean of 2.66. Busy organizations must prioritize all of their work responsibilities and achieve their objectives more rapidly. The findings, however, may imply that managers may consider a little bit managing their time to take on new possibilities and sustainably develop their businesses. This was justified by Charles (2016) that time management is of vital importance for managers as it is the method of organizing available time and limiting how much time is spent on certain activities to operate more efficiently.

It can be observed in Table 3.3 that with the composite mean of 2.93, the managers' work engagement in terms of leading is at a great extent. As assessed by the respondents, the managers develop and communicate goals in support of the business mission to a great extent with the highest mean of 3.09 and first in the rank. This may be construed as managers emphasizing achieving the mission through progress and unrestrained goals. Additionally, the respondents' assessment revealed that the managers can lead and allocate tasks to others to achieve organizational objectives and delegate responsibility and work with others and train them to develop their capabilities to a great extent. This only shows that managers are experts in allocating tasks and they see how crucial in business. Knowing how to put the right people in the right position might mean the difference between success and failure. This is in line with Copeland's (2016) theory that leaders are defined by their ability to care for people, communicate clearly, and persevere. A person appointed to a management position has the right, through the authority of his position, to command and enforce obedience.

Table 3.3

The extent of work engagement of managers in terms of leading

Indicators (*The managers…*)	WM	VI	Rank
1. develop and communicate goals in support of the business mission.	3.09	GE	1
2. demonstrate commitment to the organization.	2.67	GE	8
3. enhance others' commitment to their work.	2.94	GE	5.5
4. lead and allocate tasks to others to achieve organizational objectives	3.04	GE	2
5. delegate responsibility and work with others and train them to develop their capabilities.	3.03	GE	3
6. convey confidence in employees' ability to be successful at challenging tasks.	2.81	GE	7
7. demonstrate support for innovation and helping others to manage organizational change.	2.95	GE	4
8. address performance problems and issues promptly.	2.94	GE	5.5
Composite Mean	2.93	GE	

Legend: 3.50 – 4.00 = To a Very Great Extent(VGE); 2.50 – 3.49 = To a Great Extent (GE); 1.50 – 2.49 = To a Least Extent(LE); 1.00 – 1.49 = Not at All(NA)

On the other hand, the second-to-last rank with a weighted mean of 2.81 revealed that managers, to a large

extent, transmit confidence in employees' potential to succeed, particularly in difficult jobs. It is worth noting that managers' support in the development of employee confidence. Increasing employees' confidence may motivate them to perform better and be more productive in their allocated tasks within the firm. The lowest rank and mean of 2.67 indicated that the managers, as seen by the employees, have a high level of dedication to the organization. The low weighted mean score may indicate that this is awarded to managers who, as company leaders, must exhibit this trait as an example of the organization's devotion to reaching the organization's goals. Commitment is an essential characteristic of the organization's leaders. The organization will struggle to succeed without it. Sull (2015) supports those commitments also offer significant advantages in an organization. They give managers a clear sense of focus, as well as assist them in prioritizing and coordinating their actions.

Table 3.4

The extent of work engagement of managers in terms of controlling

Indicators	WM	VI	Rank
1. ensure the actions of the organizations and members do move the organizations toward its stated goals.	3.11	GE	1
2. ensure that the overall directions of organizations are consistent with the plans.	2.68	GE	9
3. give attention to the situation showing the greatest need for action.	3.03	GE	3.5
4. monitor ongoing operations to make sure that all are done according to plan.	3.03	GE	3.5
5. monitor performance against deadlines and milestones.	3.04	GE	2
6. establish performance standards based on organizational objectives.	2.86	GE	8
7. integrate strategic integration of human resources and assessment of workers.	2.98	GE	7
8. make sure that rules are properly enforced.	2.99	GE	5
9. monitor and measure individual actual performance.	2.98	GE	6
Composite Mean	2.97	GE	

Legend: 3.50 – 4.00 = To a Very Great Extent(VGE); 2.50 – 3.49 = To a Great Extent (GE); 1.50 – 2.49 = To a Least Extent(LE); 1.00 – 1.49 = Not at All(NA)

As reflected in Table 3.4, with the composite mean of 2.97, it is affirmed that managers' work engagement in terms of control is at a great extent. In particular, the employee – respondents assessed that managers ensure that the actions of the organizations and members do move the organizations toward its stated goals with the weighted mean of 3.11 to a great extent which ranked 1st.

This only shows that managers seek to achieve the goals of the organization. It gives direction and serves as a point of reference. In other words, objectives are the purpose of an organization's existence. Hence, employees and the entire organization must work collaboratively in realizing the companies' goal. They must share the same vision and mission. In addition, the managers monitor the performance against deadlines and milestones (3.04) to a great extent which ranked second. It simply means the management always monitors the organization's actions. This is to ensure that the different all the company activities are completed correctly and on time. This will also motivate employees to meet deadlines and for the management to address questions or clarification from the management regarding their assigned tasks. This is parallel to the idea of Yan (2019) that workers' ideas, talents, experiences, and viewpoints are all taken into account when collaborating in the workplace. People that collaborate openly coordinate their tactics and goals, increasing the likelihood of accomplishing a unified goal.

However, establishing performance standards based on organizational objectives with a weighted average of 2.82 in rank 8, particularly shows that standardizing performance in line with objectives is the second to the last priority for the managers according to the employees maybe because of the different modes how people are performing but with same results.

The equal-weighted mean of 3.03 of the same rank of 3.5 revealed that managers monitor ongoing operations to make sure that all are done according to plan and give attention to the situation showing the greatest need for action. This might imply that supervisors are hands-on in overseeing their personnel to ensure that allocated duties are completed efficiently. When it comes to resolving disputes and work-related concerns in the business, managers usually prioritize those that require rapid response. The second low weighted mean of 2.86 which was 8th in the rank divulged that managers establish performance standards based on organizational

objectives to a great extent. Managers are constantly ensuring that all activities and performances in the organization adhere to established standards.

Moreover, the managers as assessed by the employees, ensure that the overall directions of organizations are consistent with the plans to a great extent with the weighted mean of 2.68. This may mean that the management of casual dining restaurants employs strategic planning. In an interview with the managers, they stressed that strategic planning is the process through which an organization defines its strategy and decides how to allocate resources to accomplish that strategy. They emphasized defining the organization's direction. It is vital to comprehend its existing situation as well as the many pathways via which it might follow a certain course of action (Legaspi, 2018).

Table 3.5

Summary table on the extent of work engagement of managers

Indicators	Weighted Mean	Verbal Interpretation	Rank
1. Planning	2.96	To a Great Extent	2
2. Organizing	2.92	To a Great Extent	4
3. Leading	2.93	To a Great Extent	3
4. Controlling	2.97	To a Great Extent	1
Composite Mean	2.95	To a Great Extent	

Legend: 3.50 – 4.00 = To a Very Great Extent; 2.50 – 3.49 = To a Great Extent; 1.50 – 2.49 = To a Least Extent; 1.00 – 1.49 = Not at All

As a whole, the managers are engaged to a great extent with an average composite mean of 2.95.

The table above shows that controlling with the weighted mean of 2.97 ranked 1st. This simply demonstrates that managers check the success of their planning, organizing, and leading operations through control. It also decides what is completed — that is, reviewing performance and, if required, taking remedial actions to ensure that performance occurs as planned. This is followed by planning with 2.96 weighted means which ranked 2nd. This is a good indication that managers in casual dining restaurants are highly engaged in planning as it is the managerial role that involves identifying objectives and creating a plan of action to achieve those objectives. The necessity of planning has grown even more in light of the rising size and complexity of businesses; hence, managers should prioritize planning before executing specific projects. Gatewood et al., (2015) affirmed that controlling is the manager's responsibility in taking the appropriate steps to guarantee to ensure subordinates' job actions are in line with and contribute to the attainment of organizational and departmental goals. Effective management involves the availability of plans since they give the fundamental performance criteria. This was consistent with Sandberg's (2017) assertion that the importance of planning has grown in tandem with the rising size and complexity of companies. Because of the unpredictable and continuously changing corporate environment, planning has regained relevance. It may not be impossible, but it is certainly difficult, to predict the unknown occurrences of the future in the absence of planning.

The third is leading with 2.93 weighted means. This only indicates that leading is important in the sense that through good human relations, leadership pushes individuals to perform at a better level. Managers must have these skills since leadership is a critical function in management that helps to maximize efficiency and achieve company goals. Koney (2016) affirmed that leadership influences people so that they will contribute to organizational and group goals. It is mostly concerned with the interpersonal side of management. People are the source of the majority of difficulties for managers, including their aspirations and attitudes, as well as their conduct as individuals and in groups. As a result, good managers must also be effective leaders. Motivation, leadership styles and techniques, and communication all play a role in leading.

Lastly, the managers are engaged to a great extent in terms of organizing with 2.92 weighted means. This only indicates that managers have to realize that in every business, a solid and effective organizing structure will eventually assist the business to accomplish both short-term and long-term goals. It contributes to the growth and expansion of the firm. Managers have recognized organizing as a support in identifying the duties of each individual and, as a result, better defines the organization's hierarchy. This is similar to the ideas of Gatewood et

al., (2015), who stated that organizing is the managerial role that normally comes after planning in a corporation. It entails job assignment, task grouping into departments, a delegation of power, and resource distribution across the company. Organizing encourages stronger collaboration across teams and departments, which aids in the overall development of the firm and its goals.

Table 4

Difference of responses on the variables when grouped according to profile

Age	U / λ^2_c	p-value	Interpretation
Individual Consideration	21.436	0.002	Significant
Intellectual Stimulation	26.276	0.000	Highly Significant
Inspirational Motivation	13.315	0.038	Significant
Idealized Influenced	4.23	0.646	Not Significant
Planning	17.782	0.007	Significant
Organizing	7.747	0.257	Not Significant
Leading	6.197	0.401	Not Significant
Controlling	7.096	0.312	Not Significant
Sex			
Individual Consideration	18118	0.711	Not Significant
Intellectual Stimulation	18279.5	0.823	Not Significant
Inspirational Motivation	18347.5	0.872	Not Significant
Idealized Influenced	18483.5	0.972	Not Significant
Planning	18284.5	0.827	Not Significant
Organizing	17313	0.267	Not Significant
Leading	17987	0.623	Not Significant
Controlling	18490	0.977	Not Significant
Civil Status			
Individual Consideration	3.943	0.268	Not Significant
Intellectual Stimulation	6.728	0.081	Not Significant
Inspirational Motivation	4.252	0.236	Not Significant
Idealized Influenced	2.724	0.436	Not Significant
Planning	3.127	0.372	Not Significant
Organizing	2.844	0.416	Not Significant
Leading	9.175	0.027	Significant
Controlling	3.943	0.268	Not Significant
Highest Educational Attainment			
Individual Consideration	6.47	0.091	Not Significant
Intellectual Stimulation	10.333	0.016	Significant
Inspirational Motivation	9.394	0.024	Significant
Idealized Influenced	2.277	0.517	Not Significant
Planning	9.4	0.024	Significant
Organizing	3.008	0.390	Not Significant
Leading	6.82	0.078	Not Significant
Controlling	3.82	0.282	Not Significant
Length of Working Experience			
Individual Consideration	4.807	0.308	Not Significant
Intellectual Stimulation	5.742	0.219	Not Significant
Inspirational Motivation	3.948	0.413	Not Significant
Idealized Influenced	1.492	0.828	Not Significant
Planning	4.669	0.323	Not Significant
Organizing	0.38	0.984	Not Significant
Leading	1.247	0.870	Not Significant
Controlling	1.776	0.777	Not Significant

Table 4 presents the comparison of transformational leadership and the extent of work engagement when grouped according to profile. It was observed that there was a significant difference in individual consideration ($p = 0.002$) when grouped according to age since the obtained p-values were less than 0.05 alpha level. This means that that managers' transformational leadership in terms of individual consideration correlates with managers' age. It is essential to individualized consideration, in which managers treat followers or employees as individuals and regard them as important contributors to the organization's success. It can be observed that older managers are more likely to treat their employees individually rather than deal with them as a group compared to younger managers. Situations of each employee will be understood deeply as they have personal interactions.

In addition, it was observed that there was a significant difference in intellectual stimulation ($p = 0.000$) when grouped according to age since the obtained p-values were less than 0.05 alpha level. As noticed, younger managers are more transformational in terms of intellectual stimulation as they tend to strengthen followers' ability to perceive and solve problems through creative thinking, which includes shifting attitudes and beliefs. Most of the time, older managers tend to focus on traditional strategies in solving problems and have a limited chance for innovation. In an interview with them, they said that believe that it is more effective to employ the management system that they used to do. This finding is in contrast with the results of Barker and Mueller (201) claiming that age does seem to affect a leader's openness to change. As leaders grow older, they become less willing to make and risk for changes and are less interested in innovation. Hence, plans for innovations are more inclined with young managers.

Likewise, it was observed that there was a significant difference in inspirational motivation ($p = 0.038$) when grouped according to age since the obtained p-values were less than 0.05 alpha level. It can be deduced that old managers are more transformational in terms of inspirational motivation. Older managers typically inspire emotionally, affecting the deepest parts of their team members. They define goal achievement by describing why it is important to them personally, rather than merely because it is needed by the company. They are capable of articulating an appealing vision, a dream: and, most importantly, they value the work of their employees.

It was also observed that there was a significant difference in planning ($p = 0.007$) when grouped according to age since the obtained p-values were less than 0.05 alpha level. The result reveals that the responses differ significantly. Based on the post hoc test, it was found out that respondents who belong to the age bracket of 46 to 50 years old considered the above-mentioned transformational more effective and in planning are more engaged. This only indicates that managers who are old enough are good at planning. Maybe, this is because these managers have substantial experience in handling and running companies. Hence, they know how to plan for the betterment of the companies compared to the younger manager.

In terms of civil status, there was a significant difference in leading since the obtained p-value of 0.027 was less than the 0.05 alpha level. The result reveals that the responses differ significantly. Based on the pairwise comparison, it was found out that widow/widower assessed work engagement greatly. This may mean that these managers have more time to spend with their respective companies. Perhaps, they no longer have wives or husbands to attend to or they are making it as a coping mechanism for their sorrows for the absence of their partners. Hence, they are more engaged in their work compared to those who are married and single. Married managers have perhaps divided time between their families and jobs while single managers may be busy for their career advancement and settling for family life.

Lastly, there was a significant difference in intellectual stimulation ($p = 0.016$), when grouped according to highest educational attainment. This means that the responses differ and based on the post hoc test conducted, high school graduates have a greater assessment of intellectual stimulation. It can be concluded that managers with a high school diploma are leaders who promote innovation and creativity, as well as critical thinking and problem-solving. Moreover, there were significant differences in inspirational motivation ($p = 0.024$), and planning ($p = 0.024$) when grouped according to highest educational attainment. Employees who are high school graduates have seen that managers are transformational leaders in terms of inspirational motivation. These managers have inspired employees emotionally, touching the deepest inside of the people in their team. More so, it can be deduced that managers of casual dining restaurants are good at planning based on how the employees have assessed them. In an interview with the employees, they emphasized that their managers are truly good at planning because the attainment of their goals and objective are the output of careful planning.

As presented in Table 5, a highly significant correlation between transformational leadership in terms of individualized consideration and the extent of work engagement of managers in terms of planning, organizing, leading, and controlling was observed. It happened since the obtained rho-values indicate a strong direct

correlation and the computed p-value of 0.000 was less than 0.01 alpha level. This only demonstrates that leaders who cater to each follower's concerns, act as a mentor or coach to the follower, and listen to and address the follower's problems, and empathize are more likely to be more engaged in making plans and organizing them for the betterment of the employees and the company as a whole. They are set as role models for them to gain the trust of people under them which in turn will make them highly respected leaders in their respective organizations.

Table 5

Relationship between transformational leadership and extent of work engagement of managers

Individual Consideration	rho-value	p-value	Interpretation
Planning	0.758**	0.000	Highly Significant
Organizing	0.675**	0.000	Highly Significant
Leading	0.683**	0.000	Highly Significant
Controlling	0.688**	0.000	Highly Significant
Intellectual Stimulation			
Planning	0.761**	0.000	Highly Significant
Organizing	0.709**	0.000	Highly Significant
Leading	0.686**	0.000	Highly Significant
Controlling	0.700**	0.000	Highly Significant
Inspirational Motivation			
Planning	0.818**	0.000	Highly Significant
Organizing	0.751**	0.000	Highly Significant
Leading	0.739**	0.000	Highly Significant
Controlling	0.732**	0.000	Highly Significant
Idealized Influenced			
Planning	0.798**	0.000	Highly Significant
Organizing	0.767**	0.000	Highly Significant
Leading	0.752**	0.000	Highly Significant
Controlling	.0729**	0.000	Highly Significant

Legend: Significant at *p*-value < 0.05

Meanwhile, the test for correlations between the transformational leadership in terms of intellectual stimulation and the extent of work engagement of managers in terms of planning, organizing, leading, and controlling was done. The results showed that a highly significant relationship was observed since the obtained rho-values indicate a strong direct correlation and the computed p-value of 0.000 was less than 0.01 alpha level. This only implies transformational leaders inspire employees to embrace change by cultivating a business culture of accountability, ownership, and workplace autonomy, which increases leaders' engagement in planning, organizing, leading, and controlling. This further implicates that managers make plans and put them into action to deal with managing change which is the primary focus of leading and controlling tasks of managers. This was justified by Halle (2016) leaders must provide tailored training for each employee through one-on-one teaching and mentoring, and they must play a key role in ensuring that people develop.

Likewise, a strong significant correlation was also found between transformational leadership in terms of inspirational motivation and the extent of work engagement of managers in terms of planning, organizing, leading, and controlling. The results were confirmed by the obtained rho-values which exhibit a strong direct correlation and the computed p-value of 0.000 which was less than 0.01 alpha level. Based on the findings, it can be deduced that managers who instill confidence, inspiration, and a feeling of purpose in followers are more engaged in their work. The transformative leaders create a clear vision for the future, convey group expectations, and exhibit dedication to the goals that have been established. Creating a vision for the organization's future can be accomplished by meticulous planning, structure, effective leadership, and consistent performance. This was proved by Skinner (2021) that the organizations that are highly engaged are always searching for methods to improve their productivity and assist one another in meeting their objectives. The great motivators for employee engagement in the workplace are purpose, role clarity, meaning, shared values, trust, fairness, and leaders' relationship with the employees.

Moreover, a strong significant correlation was also found between transformational leadership in terms of

idealized influence and the extent of work engagement of managers in terms of planning, organizing, leading, and controlling. The results were confirmed by the obtained rho-values which exhibit a strong direct correlation and the computed p-value of 0.000 which was less than 0.01 alpha level. This only shows that managers who serve as excellent role models and value their employees could make the company more successful. Managers with idealized influence are more engaged and can be trusted and appreciated by colleagues for making sound business decisions. Northouse (2017) asserts that leadership is a process in which one person affects a group of others to reach a shared purpose. To be a good and engaged leader, the manager must positively influence his or her associates to achieve the organization's goals.

4. Proposed program

The primary purpose of this study is to determine the transformational leadership and extent of work engagement of casual dining restaurant managers. Transformational leadership is important because it helps to turn group members into humans who go beyond self-actualization and their self-interests to benefit the group or organization. Meanwhile, work engagement is significant since it defines positive conduct or a pleasant mental state at work that leads to beneficial work-related outcomes. Employees that are highly engaged in their jobs are passionate, devoted, and immersed in their work. Thus, based on the study's findings, activity programs are created to enhance them. The proposed programs to enhance transformational leadership and work engagement of casual dining restaurant managers are presented in detail in Table 6.

Table 6

Proposed program to enhance transformational leadership and work engagement among managers in Batangas Province

Key Result Area/Objectives	Strategies	Outcomes
Transformational Leadership		
Individualized consideration To enhance the mentoring skills of the managers to enhance employees' job satisfaction	Attending mentoring /coaching seminar	100% of the employees' will support the company in the attainment of its goal 95% increase of employee's job satisfaction and 95 % decrease in employees' turnover
To develop strong superior-subordinate relationships among the employee	Implementation of "Virtual Kumustahan so that managers may be able to show genuine compassion by empathizing with the employees during difficult times and giving effective feedback and encouraging open communication	Gain 100 percent trust and confidence of employees to the company and build a sense of company ownership
Intellectual Stimulation To allow employees to come up with innovative ideas and provide support for their implementation	Welcoming innovative proposals/suggestions from employees	100 percent of the employers will be able to capacitate and build trust with themselves.
To promote critical thinking, risk-taking, and problem-solving among the employees.	Involving employees in addressing conflicts in the organization and empowering the decisions on their own but making sure that they are mindful of their actions	100 percent of the employees are empowered, critical, and risk-takers
Idealized Influenced To give rewards to exemplary performance	Create and implement unique rewards guidelines/handbooks for employees' exemplary performance through a collaboration between the management and the employees.	100 percent productivity among employees
To promote trust and respect awareness inside or outside the company	Attitude Week: Modelling behavior you want others to mirror Institutionalize the 3 B's: Be Kind, Be Trustworthy, Be Visible	100 percent development of trust and respect within the members of the organization

Work Engagement		
Organizing To refresh the manager's knowledge of organizational skills	Attending organizational skills training for restaurant managers	Refreshed knowledge on organizational skills needed in managing an organization
To enhance employees' awareness of the company's vision, mission, and goals (VMGO)	Conducting VMGO awareness and posting them within the strategic place in the company	Employees are leaning towards the set and desired goals of the organization
Leading To check with workers frequently outside of their yearly performance assessments.	Conducting regular check-ins among employees	Employees are engaged and motivated to do outstanding work
To further education which is an effective way to bolster leading management	Attending online management courses like strategic management courses	Managers will be exposed to a network of peers with varied experiences and viewpoints who can educate, and assist improve their management style.

5. Conclusion and Recommendation

The majority of the respondents' age are from the age bracket of 26 – 30 years old, males, married, and college graduates. The managers' transformational leadership in terms of individualized consideration, intellectual stimulation, inspirational motivation, and idealized influence are all effective. The managers' work engagements in terms of planning, organizing, leading, and controlling are to a great extent. There was a significant difference in individual consideration, intellectual stimulation, inspirational motivation, and planning when grouped according to age. Likewise, in terms of civil status, there was a significant difference in leading and there was a significant difference in intellectual stimulation, inspirational motivation, and planning when grouped according to highest educational attainment. There was a strong direct correlation between the managers' transformational leadership and work engagement. An action plan was proposed to enhance transformational leadership and work engagement of casual dining restaurant managers in Batangas Province.

The managers of casual dining restaurants may enhance their transformational leadership by making themselves available all the time, by being open to changes and innovation, and by making sure that they may produce quality output. They may instill awareness as well that they are an asset and value to the organization. Time management and leadership seminars on organizing may be provided to the managers for them to be acquainted with how to plan for the betterment of the organization. The employees may provide the support needed by the managers to attain the companies' set goals and objectives. Managers may utilize the proposed action plan to clarify exactly what changes are needed to effectively and efficiently manage their people and the entire organization. Future researchers are encouraged to explore more the transformational leadership and engagement of managers of casual dining restaurants using the results of the current undertaking as baseline data.

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