

REVIEWER'S REPORT

Manuscript No.: IJAR-54626

Title: *From Transformational Leadership to Employee Engagement: The Skill That Inspires Teams*

Recommendation:

Accept as it is

✓Accept after minor revision.....

Accept after major revision

Do not accept (*Reasons below*)

Rating	Excel.	Good	Fair	Poor
Originality		✓		
Techn. Quality			✓	
Clarity			✓	
Significance		✓		

Reviewer Name: **Dr. Anam Zehra**

Reviewer's Comment for Publication.

A conceptually relevant paper addressing the linkage between transformational leadership and employee engagement, focusing on behavioral, motivational, and organizational dimensions. The manuscript discusses leadership influence through idealized impact, intellectual stimulation, individualized concern, and inspirational vision, further supported by a contextual case study on managerial transformation. It provides meaningful insights for leadership development and organizational effectiveness. However, methodological clarity, linguistic refinement, and structured referencing are required to meet the journal's publication standards.

Recommendation: Accept after minor revision.

Detailed Reviewer's Report

STRENGTHS

1. Addresses a current and globally relevant HRM concern by connecting transformational leadership behaviors with employee engagement outcomes in practical organizational contexts.
2. Incorporates an engaging case study (Ravi Sharma, FreshMart) that effectively demonstrates theoretical application in real-life managerial settings.
3. Maintains a clear structure with an introduction, conceptual discussion, applied illustration, and conclusion, aiding readability and flow.
4. Integrates the theoretical framework of Burns (1978) linking motivation, morality, and leadership transformation to employee engagement.
5. Provides actionable implications for leadership development, engagement practices, and organizational productivity enhancement.

WEAKNESSES

1. Lacks explicit methodological description (design, participants, data source, and analysis procedures), limiting empirical credibility.

International Journal of Advanced Research

Publisher's Name: Jana Publication and Research LLP

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2. The manuscript contains several grammatical inconsistencies and long, unedited sentences that reduce academic clarity.
3. Referencing is sparse and needs consistent citation formatting aligned with IJAR requirements.
4. Some conceptual overlaps and repetition across sections dilute the analytical sharpness and coherence.
5. Conclusion needs stronger articulation of study limitations, scope for future research, and practical policy implications.