

Impact of Employee Engagement and Leadership on Brand Conscientiousness: B Company Case Study

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Accepted

31 March 2025

Keywords

Organizational Development
Intervention, Employee
Motivation Workshop

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<https://doi.org/10.70693/itphss.v2i4.347>

Abstract

This study devised a non-traditional organizational intervention module through an incentive enhancement workshop in organizational development and conducted an investigation with a sample of 50 individuals from Company B. Three variables, namely employee engagement (EE), transformational leadership (TL), and brand conscientiousness (BC), were subject to in-depth research and intervention. This study employed a mixed research methodology of qualitative and quantitative approaches. Through experimental validation, all three indicators exhibited significant enhancements post-intervention. Quantitatively, employee engagement ascended from 1.44 to 4.49, transformational leadership rose from 1.38 to 4.43, and brand conscientiousness increased from 1.26 to 4.43. The qualitative analysis posited that SDT (Self-Determination Theory) forged a closer connection between individual and collective intentions, thereby achieving the unification of organizational values. The findings of this study suggest that workshops are capable of driving positive organizational transformation within enterprises and maintaining the improvement of leadership, employee enthusiasm, and brand conscientiousness over the long term.

1. Introduction

In a globalized business environment, brand identity has become an important part of a company's competitive advantage. For Company B, a company with a prominent position in local's coffee industry, employees' brand identity and sense of belonging are not only related to the company's internal cohesion, but also directly affect its external brand image and market performance. Research shows that employee engagement, brand conscientiousness, and transformational leadership are all significantly linked to brand identity. Research by Gallup (2017) shows that highly engaged employees have 21% higher brand identification than low engaged employees. At the same time, employees with high job satisfaction are more likely to display a strong sense of brand identification (Harter et al., 2002). Transformational leadership further enhances employees' brand identity by stimulating their self-development and sense of

purpose (Bass & Avolio, 1994). Morhart et al. (2009) pointed out that employees' brand identification not only improves employee performance, but also enhances customers' awareness of the brand, ultimately promoting the brand's market expansion. Combining these factors, if Company B can improve employee engagement, job satisfaction, and enhance brand identity through transformational leadership, it will help enhance its brand image and market competitiveness.

This study conducted intervention and assessment on employee engagement, job satisfaction, and transformational leadership through organizational development intervention (ODI) to explore the direct or indirect influences of these factors on brand identification (Khattak et al., 2023). To guarantee the breadth and depth of the data, a variety of quantitative and qualitative research methods were employed, such as questionnaires and motivational workshops. This study not only focused on the independent effects of each variable but also analyzed the interactions among these factors, thereby uncovering the intrinsic relationship between employee motivation and brand identification. Evidently, transformational leadership is more competent in promoting employees' brand citizenship behavior (Wang & Shaari, 2015; Morhart et al., 2009), as it encourages employees to internalize brand values, thereby enhancing brand-building behaviors. The significance of this study lies in enhancing brand belongingness by investigating the impact of transformational leadership on employee engagement in Company B, thereby compensating for the gap in the management of small and medium-sized enterprises regarding the impact of internal-centered organizational change on business value.

1.2 Research Objectives

The main objective of this research is to analyze the current challenges faced by Company B, focusing on improving employee engagement and loyalty to the brand. Initially, the study will identify key organizational issues, including leadership gaps, employee motivation, and brand alignment. Based on these findings, a tailored Organizational Development Intervention (ODI) will be designed to address these challenges. The intervention will enhance transformational leadership, foster greater employee engagement, and strengthen the alignment between. The main objective of this research is to analyze the current challenges faced by Company B, focusing on improving employee engagement and loyalty to the brand. Initially, the study will identify key organizational issues, including leadership gaps, employee motivation, and brand alignment. Based on these findings, a tailored Organizational Development Intervention (ODI) will be designed to address these challenges. The intervention will enhance transformational leadership, foster greater employee engagement, and strengthen the alignment between employees and the company's brand values. Additionally, the research will explore strategies to improve internal employee loyalty, as it is critical for building a strong organizational culture and ensuring consistent performance. The ultimate goal is to empower employees, increase their connection to the company's mission, and improve overall organizational performance:

- (1) Study the current issues of Company B.
- (2) Design Organizational Development Intervention to address the issues of Company B.
- (3) Address the issue of internal employee loyalty to the brand within Company B.

2. Literature Review

Before starting learning and research, it is necessary to review the literature and research contributions of the former and explore and find the significance and value that affect brand identity in the company from the literature research. In the literature review, researchers review the former exploration of brand responsibility from the perspective of transformational leadership and employee participation and, at the same time, find out the indirect impact of brand identity on

brand responsibility.

2.1 Transformational Leadership and Employee Engagement

Transformational leadership is positively associated with employee engagement (Sana et al., 2024). Leaders who inspire and motivate their employees can significantly enhance their engagement levels, leading to better performance and reduced turnover (Adella & Andriani, 2023). Employee empowerment and self-efficacy are critical mediators between transformational leadership and work engagement (Nawaz et al., 2023). These factors help employees feel more capable and trusted, boosting their engagement (Hassan & Ikramullah, 2023). Transformational leadership is crucial in mediating the relationship between change management and employee engagement (Abbas et al., 2024). Effective leadership during organizational changes can enhance employee commitment and participation (Abbas et al., 2024). Transformational leadership positively impacts employee engagement by inspiring and motivating employees to exceed their performance levels. This leadership style emphasizes individualized consideration, intellectual stimulation, and inspirational motivation, crucial for fostering engagement (Mufeed, 2018) (Merwe, 2015). According to the literature material, get this study's hypothesis:

H1₀: Transformational Leadership and employee engagement not significant correlation.

H1_a: Transformational Leadership and employee engagement have a significant correlation.

2.2 Employee Engagement and Brand Conscientiousness

Employee engagement has become a widely used and popular term (Saks, A. M., 2006; Robinson et al., 2004). Employee engagement has been defined in many different ways and the definitions and measures often sound like other better known and established constructs like organizational commitment and organizational citizenship behavior (Saks, A. M., 2006; Robinson et al., 2004). Brand commitment is generally defined as the extent of psychological attachment that employees feel towards the brand (Piehler et al., 2016; Burmann and Zeplin, 2005). Continuance and normative commitment entail a strong requirement focus, whereas affective commitment, driven by an internal state, is more volitional (Piehler et al., 2016). Consideration of these distinctions is important, because organizations seek more from employees than simply continued membership (Piehler et al., 2016; Meyer and Allen, 1997). Brand commitment in turn is an antecedent of brand-aligned employee behaviour (Piehler et al., 2016; King and Grace, 2010, 2012; Punjaisri et al., 2009). Several meta-analyses validate this relationship empirically (Piehler et al., 2016; Meyer et al., 2002). According to the literature material, get this study's hypothesis:

H2₀: Employee Engagement and Brand Conscientiousness not significant correlation.

H2_a: Employee Engagement and Brand Conscientiousness have a significant correlation.

2.3 Transformational Leadership and Brand Conscientiousness

Transformational leadership significantly impacts employee engagement by creating a supportive and motivating work environment (Abdul-Azeez et al., 2024). Leaders who adopt this style inspire trust and encourage employees to exceed their usual performance levels, fostering a culture of continuous improvement and innovation (Muhammad Tafsir, 2021). In the context of brand-specific transformational leadership, employees' engagement in brand-building behaviors is enhanced through a sense of brand community and perceived brand promise accuracy (Xiong, 2023). Psychological empowerment is a key mediator in the relationship between transformational leadership and employee engagement. It enhances employees' sense of autonomy and competence, leading to higher engagement levels (Duțu & Butucescu, 2019). Engaged employees are more likely to exhibit brand-building behaviors, as they are invested in the brand's success and align their actions with the brand's values (Morhart et al., 2007). Transformational leadership indirectly influences brand conscientiousness by fostering an environment where employees are motivated to contribute to the brand's image and reputation

through their interactions with customers (Morhart et al., 2007). Research indicates that the effectiveness of transformational leadership in enhancing brand identification depends on the consistent communication of organizational culture (Zhang et al., 2013). Transformational leadership significantly enhances employees' brand identification by shaping organizational ethics and brand values (Kim & Brymer, 2011). Transformational leadership indirectly enhances employees' identification with brand responsibility through psychological capital (such as work engagement) and organizational identification (Karimi et al., 2023). Comprehensive analysis shows that transformational leadership significantly enhances employees' responsible behaviors, including brand responsibility, through multiple mediating variables such as work engagement and identification (Gooty et al., 2009). According to the literature material, get this study's hypothesis:

H3₀: Transformational leadership indirectly does not significantly increase employee brand conscientiousness by improving employee engagement and identification.

H3_a: Transformational leadership indirectly a significantly increase employee brand conscientiousness by improving employee engagement and identification.

2.4 Conceptual Framework

Through a conceptual framework, this study explores the impact of transformational leadership, employee engagement, brand identification, and brand conscientiousness on Company B. In this framework, transformational leadership directly influences brand conscientiousness (H1) and indirectly impacts it through employee engagement and brand identification as mediating variables (H3). Moreover, employee engagement is also a significant factor directly affecting brand conscientiousness (H2). Transformational leadership, characterized by its inspiring vision and motivational capabilities, effectively drives employees to fulfil responsibilities and maintain brand conscientiousness. Recent studies indicate that transformational leadership influences brand-related tasks through its visionary and motivational impacts (Wang & Howell, 2015). Transformational leadership enhances brand conscientiousness through strategic planning and specific initiatives (Schneider, 2018). Employee engagement, a positive and fulfilling work-related psychological state, plays a critical mediating role between leadership and brand conscientiousness. The connection between engagement and collective brand alignment demonstrates that engagement significantly contributes to brand-related outcomes (Saks, 2015). Strategies promoting autonomy further enhance employee engagement. Brand identification refers to how individuals perceive and align themselves with the collective values of a brand (Schaufeli and Bakker, 2019). Brand identification in organizational contexts facilitates alignment with collective goals and enhances stakeholder perspectives (Harter et al., 2020). Recent studies have shown that specific brand identification channels and quantitative control measures (Jiang, 2022) help solidify brand alignment and knowledge management. Proactive strategies, such as fostering value-based initiatives (Macey, 2023), strengthen brand identification and drive commitment to brand conscientiousness. In summary, the conceptual framework is the essential structure supporting the entire research and is this study's most critical core element.

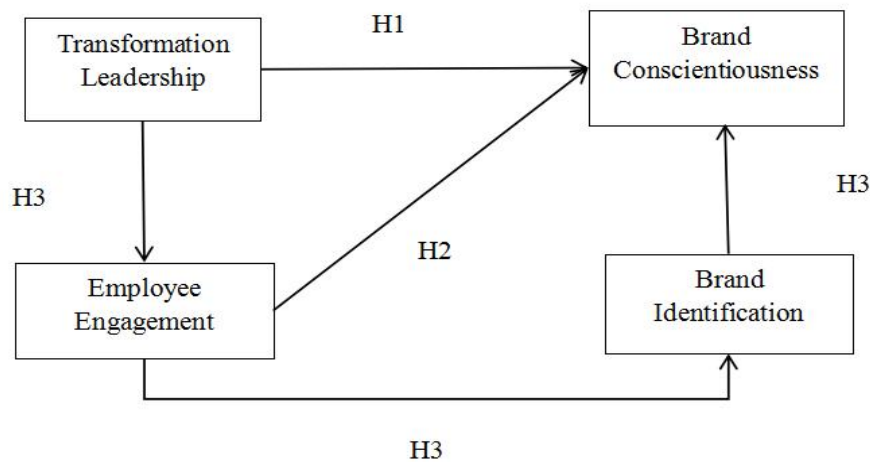


Figure 1: Conceptual Framework

3. Research Methodology

This study explores the underlying mechanisms of transformational leadership and its impact on brand conscientiousness. A mixed-methods approach, primarily qualitative, is employed to understand how transformational leadership influences employee engagement and brand identification, ultimately affecting brand conscientiousness. In the pre-ODI phase, an observation method will be used to thoroughly investigate the potential issues within Company B. In ODI phase, activities will revolve around an "Motivation Enhancement Workshop" as the organizational intervention aimed at increasing employee engagement to influence individual and organizational brand loyalty. In the post-ODI, observations and surveys will be conducted again to record and provide feedback on the intervention's effects. This step solidifies the activities' impact on the organization, employees, and management.

3.1 Population

This study included 100 individuals who met specific criteria, aged between 22 and 60 and participated in at least one subject-related activity in the last six months. The overall information was obtained after questionnaire screening to ensure the reliability and consistency of the data sources. To ensure the sample is representative, this study used simple random sampling by drawing 50 participants from 100 populations by a random number generator. All individuals had the same extraction probability, thus avoiding sampling bias.

3.2 Research Design

The research tools used in this study were divided into questionnaires and motivational enhancement workshops in organizational interventions as the primary tool.

Organizational Development Interventions are strategic efforts aimed at improving workplace conditions, employee well-being, and organizational performance by altering work organization, design, and management (Vilpišauskas, 2022). These interventions can be participatory, involving discussions between employees and managers to tailor activities that either reduce demands or increase resources at individual, group, or organizational levels (Vilpišauskas, 2022). Motivational Enhancement Therapy (MET) is a short-term therapeutic approach that helps people identify and resolve ambivalence about changing their behavior. It's based on the principles of motivational psychology and motivational interviewing, a collaborative counseling style that helps people find their own reasons for change (O'Connor Christian & Aloia, 2011).

3.2.1 Design of Organization Development Intervention (ODI)

Motivational enhancement workshop are behaviours that increase interaction between employees and managers. Seminars are modes and stages that increase employee self-growth, increase the manager's ability to promote internal factors, regulate external factors critical to the employee, and increase employee expectations. The Self-Determination Theory (SDT), developed by Deci and Ryan, is a cornerstone in motivation research (Deci and Ryan, 1985). SDT posits that intrinsic motivation arises when three fundamental psychological needs are satisfied: autonomy, competence, and relatedness. These needs are essential for fostering motivation, creativity, and job satisfaction (Deci and Ryan, 1985). Autonomy: The feeling of being in control of one's actions and decisions; Competence: The belief in one's ability to achieve goals and perform tasks effectively; Relatedness: The sense of connection and belonging to others or a group (Deci and Ryan, 1985). Herzberg's Two-Factor Theory divides work-related factors into two categories: hygiene factors and motivators (Herzberg, 1959). Hygiene Factors: These include salary, job security, and working conditions. Their absence leads to dissatisfaction, but their presence does not necessarily enhance motivation; Motivators: These include opportunities for personal growth, recognition, and meaningful work, which directly contribute to job satisfaction and performance (Herzberg, 1959). Proposed by Vroom (1964), Expectancy Theory explains motivation through the lens of three elements: expectancy, instrumentality, and valence; Expectancy: The belief that effort will lead to desired performance; Instrumentality: The belief that performance will result in specific outcomes; Valence: The value placed on those outcomes (Vroom, 1964). Recent studies have emphasized the importance of combining theoretical insights with practical strategies for motivation enhancement. Interventions that integrate principles from SDT, Herzberg's Two-Factor Theory, and Expectancy Theory have demonstrated success in increasing employee engagement and productivity. Research by Gagné and Deci (2005) highlights how intrinsic and extrinsic motivators can be balanced to sustain long-term motivation (Deci et al., 2017). Locke and Latham's (2002) Goal-Setting Theory complements these frameworks, underscoring the importance of setting specific, challenging, and achievable goals.

3.2.2 Motivational Enhancement Workshop

Motivation plays a pivotal role in driving employee performance, engagement, and overall organizational success. In today's competitive business environment, companies must find ways to foster and sustain high levels of motivation among their employees. However, motivation is not a one-size-fits-all concept, and understanding how to effectively enhance motivation requires a deep understanding of both intrinsic and extrinsic factors that influence workplace behavior. This is especially relevant for Company B, a prominent coffee company, where employee motivation directly impacts product quality, customer service, and business growth.

This paper explores the design and implementation of a Motivation Enhancement Workshop (MEW) aimed at improving the motivation of employees within Company B. The workshop is designed based on well-established motivational theories, including Self-Determination Theory, Herzberg's Two-Factor Theory, and Expectancy Theory, which provide a comprehensive understanding of the psychological factors that drive employee behavior.

The primary objective of this workshop is to provide employees with tools and strategies to enhance their motivation both individually and within teams. By addressing motivational challenges and opportunities, the workshop aims to foster a positive and supportive work environment where employees feel empowered to reach their full potential. Additionally, the workshop integrates practical techniques, such as the 4D framework, to help participants apply motivational strategies in real-world scenarios.

The paper is structured as follows: first, it provides an overview of the theoretical foundations behind the motivational strategies used in the workshop. Next, it presents the detailed activities

and content of the MEW, followed by a discussion on its expected outcomes. Finally, the paper concludes by emphasizing the importance of sustained motivational efforts within Company B and outlining future directions for employee development programs. Here are the one day steps to design the incentive enhancement workshop.

1) Introduction and Welcome (09:00 - 09:15)

Activity Description:

Welcome and introduction to the workshop.

Overview of the company's vision and values, emphasizing how motivation plays a critical role in achieving both individual and organizational goals.

Icebreaker activity: "Coffee Conversations"- Each participant shares their favorite type of coffee and how it reflects their work style or motivation.

2) Understanding Motivation: Theories and Frameworks (09:15 - 09:45)

Activity Description:

Brief presentation on key motivational theories relevant to the workshop:

Self-Determination Theory (SDT): Emphasizing autonomy, competence, and relatedness.

Herzberg's Two-Factor Theory: Distinguishing between hygiene factors and motivators in the workplace.

Expectancy Theory: How effort, performance, and rewards are linked.

Group discussion: How do these theories apply to Company B? Participants are invited to share their thoughts on which factors currently motivate them at work and which factors they feel could be improved.

3) Identifying Motivational Challenges and Opportunities (09:45 - 10:30)

Activity Description:

Group Brainstorming Session: Participants are divided into small groups and asked to identify the top three motivational challenges they face in their work at Company B.

Each group will use a "Motivation Map"(a visual tool) to categorize their challenges into areas such as job satisfaction, recognition, work-life balance, etc.

After brainstorming, each group will present their findings and the facilitator will summarize the key challenges discussed.

4) Motivational Strategies & Tools (10:30 - 11:15)

Activity Description:

4D Framework for Motivation Enhancement:

Define: Identify the current motivational issues.

Discover: Explore personal strengths, team dynamics, and the resources available at Company

Dream: Visualize a motivated team and the ideal workplace environment.

Design: Develop specific, actionable plans for enhancing motivation in daily work routines.

Practical application: Participants will work individually or in pairs to apply the 4D framework to a specific aspect of their job (e.g., improving customer service, increasing team collaboration). They will write down their action plans using a provided template.

5) Enhancing Team Motivation (11:15 - 12:00)

Activity Description:

Team Collaboration Exercise: Each team will engage in a simulation exercise where they need

to work together to complete a task related to their role in the company (e.g., designing a new coffee blend, solving a customer service challenge). The task will be designed to highlight the importance of motivation, teamwork, and clear communication.

Debriefing: After the exercise, each team will discuss the strategies they used to motivate one another and how these strategies can be applied in their daily work. The facilitator will guide the discussion, focusing on the role of internal motivation and recognition.

6) Building a Motivated Workplace: Long-Term Strategies (12:00 - 12:30)

Activity Description:

Group Discussion: How can Company B enhance employee motivation on an ongoing basis? What long-term strategies should be adopted?

Topics to discuss include feedback mechanisms, recognition programs, career development, and creating an environment that supports autonomy and competence.

Action Plan Creation: Each participant will create a personal action plan for how they can enhance their own motivation and support the motivation of their colleagues in the long term.

7) Closing Remarks and Evaluation (12:30 - 13:00)

Activity Description:

The facilitator will summarize the key takeaways from the workshop.

Participants will complete a feedback survey to evaluate the effectiveness of the workshop and suggest areas for improvement.

Closing statement by Company B's HR or leadership team, reiterating the company's commitment to fostering a motivated and engaged workforce.

3.3 Questionnaire Design

The questionnaire of this study aims to compare the performance of employees and managers before and after the organizational activity intervention, to evaluate the transformational leadership, employee engagement, the influence and changes of brand effect on the organization, and to verify the relevant hypotheses. Collecting quantitative data provides a comprehensive and reliable analytical basis for the study. The questionnaire is divided into two parts. The first part is demographics, which collects the basic information of participants, such as age, gender, and position. The second part is the design of four small questions about the quantification of three variables, and this part collects quantitative data on participants' attitudes, behaviours and preferences through closed questions (multiple choice questions on the Likert-5 scale).

3.4 Instrument Design

The instrument consists of two primary parts: Questionnaire Survey and Observation Records. The questionnaire includes three sections: (1) Demographic Information, which collects data on participants' age, gender, and occupation; (2) Satisfaction and Engagement Measures, comprising a series of 5-point Likert scale questions to assess participants' satisfaction with various aspects of the intervention, such as content, environment, and personal outcomes; and (3) Open-Ended Questions, which allow participants to provide additional comments or suggestions. Example questions include: "How satisfied are you with the overall content of the activity?", "To what extent did the activity meet your expectations?", and "What suggestions do you have for improving future activities?" In addition, Observation Records focused on key behavioral indicators, such as interaction frequency, attentiveness, and duration of engagement, which were systematically observed and recorded. The qualitative data from observation notes were encoded into structured variables, enabling both quantitative analysis and qualitative interpretations.

3.4.1 Reliability and Validity in Instrument

The reliability and validity of the instrument, the following steps were undertaken: First, Content Validity was established by having the questionnaire reviewed by a panel of experts familiar with the research topic to confirm that all questions aligned with the research objectives. Based on expert feedback, questions were refined to improve clarity and relevance. Second, reliability testing was conducted through a pilot test with five extremes to do item-objective congruence (IOC). Responses were analyzed for consistency, and minor adjustments were made to improve the comprehensibility of the questions. The internal consistency of the Likert-5 scale items was then evaluated using Cronbach's Alpha, which scored 0.87, indicating high reliability.

3.4.2 Implementation and Usage

The instrument was applied in two stages: First, Questionnaire Administration involved distributing the questionnaire electronically using a secure survey platform, with participants assured of anonymity to encourage honest responses. Pre- and post-intervention questionnaires were administered to assess changes in satisfaction levels and engagement. Second, Observation Recording took place in real-time during the intervention, where trained researchers documented behaviors according to predefined guidelines to ensure consistency. This design ensures a comprehensive and reliable approach to data collection, facilitating accurate analysis of intervention outcomes.

3.5 Data Collection

Data collection adopts qualitative and quantitative mixed research, a quantitative questionnaire, and a qualitative incentive enhancement seminar in activity intervention. Quantitative questionnaires are a pivotal tool in research for collecting numerical data that can be statistically analyzed to identify patterns, relationships, and trends (Kircher, 2022). These questionnaires typically consist of closed-ended questions that allow for easy comparison and analysis across different participants (Kircher, 2022). The design and implementation of quantitative questionnaires involve several critical considerations to ensure the reliability and validity of the data collected (Kircher, 2022). Below are key aspects of quantitative questionnaires based on the provided papers. Quantitative questionnaires often use closed questions, such as Likert scales or multiple-choice questions, to facilitate straightforward data analysis. The wording of questions must be clear and unbiased to avoid misinterpretation by respondents (Kircher, 2022). The sequence of questions can influence responses (Kircher, 2022). Logical ordering helps maintain the flow and context, reducing respondent fatigue and improving data quality (Kircher, 2022).

3.6 Data Analysis

This study employed a mixed-methods approach combining questionnaire surveys and in-depth observational records to establish a robust foundation for analysis. The questionnaire design was iteratively refined through content analysis of observational data, ensuring alignment with research objectives and comprehensive coverage of relevant variables. Data collection involved administering structured questionnaires to participants and systematically documenting behavioural patterns during observations. Data Cleaning and Preparation followed a standardized protocol: incomplete responses or logically inconsistent entries were excluded to enhance dataset validity. Observational text data was coded using predefined categories and structured into quantitative formats, enabling integration with questionnaire metrics for holistic analysis.

Descriptive statistical analysis was conducted to profile key variables, including calculating means (M), medians, and frequency distributions. Visualizations (e.g., bar charts, histograms) were generated to illustrate pre- and post-intervention trends, providing a dynamic record of changes over time.

A paired-sample t-test was applied to compare pre-and post-measurement means to evaluate intervention efficacy. The null hypothesis (H0: no significant difference between groups) was tested against the alternative hypothesis (H1: significant improvement post-intervention). Statistical analysis was performed using SPSS v28, with steps including calculation of means/standard deviations, standard error of the mean difference, and t-value computation). The resulting p-value ($p < .05$) led to the rejection of H0, confirming the intervention's statistically significant impact on satisfaction (Cohen, 1992).

4.Data Analysis

This chapter will conduct data analysis in three parts. The first part analyzes the in-depth observations conducted before the intervention. The second part involves analyzing the survey data using SPSS to compare the impact before and after the intervention activities. The third part examines post-intervention behaviours to confirm the effectiveness of the intervention measures.

4.1 Per-ODI: Observations

The observation conducted before the organizational intervention for Company B is an in-depth study and analysis of specific issues within the organization before the actual intervention. It provides detailed guidance for addressing particular problems during the intervention activities based on observed behaviours.

Table 1: Per-ODI: Observations

Place	Behavior Description	Depression	Notes
Work area	Reading and taking notes	Calmness	-
Work area	Group discussion	Ambivalence,Suspicion,Anger	Actively contributed ideas
Conference room, mild noise	Appeared distracted, checking phone during discussion.	Ambivalence,Fatigue,Empathetic	Productive, no interruptions
Engaged in a conversation with a colleague, sharing insights.	Busy office, moderate distractions	Electrified,Confusion	Not fully engaged, distracted by phone
Meeting room, professional setting	Took notes during a meeting, actively listening.	Calmness,Abandoned,Exhilarated	Focused, actively listening, productive
Office, mild background noise	Fidgeting with a pen, appeared anxious during a team discussion.	Mortified,Anxious,Nervous,Terrified	Nervous or restless, not fully engaged

4.1.1 Content Analysis

Observations using content analysis, the data reveal a clear relationship between workplace

environments, behaviours, and emotional states. Employees in low-distraction settings, such as work areas or professional meeting rooms, exhibited calmness and productivity, often engaging in focused tasks like note-taking and idea-sharing. Conversely, high-distraction environments, such as noisy conference rooms or busy offices, were associated with emotions like fatigue, ambivalence, and distraction, often impacting engagement. Team interactions introduced complex emotions—ranging from exhilaration to nervousness—highlighting the influence of group dynamics on emotional stability and performance. Despite these fluctuations, employees maintained productivity under supportive conditions. This analysis underscores the importance of optimizing work environments, reducing distractions, and fostering effective communication to enhance emotional well-being and organizational efficiency.

4.1.2 Output with Content Analysis

The analysis concludes that workplace environments and dynamics significantly influence employee productivity and emotional well-being. Low-distraction settings foster focus and productivity, while high-distraction environments often result in emotional strain and reduced engagement. Team interactions introduce complex emotional responses, emphasizing the need for effective communication and supportive collaboration. To enhance organizational outcomes, companies should prioritize creating optimal work environments, minimizing distractions, and fostering a culture of open communication and support, ultimately improving both employee well-being and overall performance.

4.2 ODI: Motivation Workshop at Company B

1) Introduction and Welcome (09:00 - 09:15)

The workshop commenced with an engaging introduction and warm welcome to participants. The session opened with an overview of Company B's vision and values, emphasizing the critical role of motivation in achieving both individual and organizational objectives. The “Coffee Conversations” icebreaker activity fostered a relaxed and interactive environment, enabling participants to share their favorite coffee types and reflect on how these choices aligned with their work styles or motivational drivers. This activity successfully set a positive tone and encouraged open communication among participants.

2) Understanding Motivation: Theories and Frameworks (09:15 - 09:45)

A concise presentation introduced key motivational theories:

- Self-Determination Theory (SDT): Highlighted the significance of autonomy, competence, and relatedness.

- Herzberg's Two-Factor Theory: Differentiated between hygiene factors and motivators.

- Expectancy Theory: Examined the relationship between effort, performance, and rewards.

During the group discussion, participants actively linked these theories to their workplace experiences. Insights included recognition of the role of autonomy in enhancing engagement and identification of gaps in recognition and performance-linked rewards. This segment deepened participants' understanding of motivation's psychological underpinnings and its relevance to their daily work environment.

3) Identifying Motivational Challenges and Opportunities (09:45 - 10:30)

Participants worked in small groups to identify top motivational challenges using “Motivation Maps.” Key themes included:

- Job Satisfaction: Concerns about repetitive tasks and limited professional growth.

- Recognition: Perceived lack of acknowledgment for individual contributions.

- Work-Life Balance: Struggles with managing workload and personal commitments.

Each group presented their findings, which were synthesized by the facilitator. The activity highlighted shared challenges and fostered a sense of collective understanding, providing a

foundation for the subsequent strategy-focused segments.

4) Motivational Strategies & Tools (10:30 - 11:15)

The workshop introduced the 4D Framework for motivation enhancement: Define, Discover, Dream, and Design. Participants applied this framework to specific aspects of their roles. Examples included:

- By optimizing the relationship between employees and managers, achieve loyalty to the company's brand.
- Plans to boost team collaboration through resource optimization and clearer communication.

Action plans developed by participants demonstrated a practical understanding of motivational strategies. The exercise empowered employees to proactively address challenges and integrate motivation enhancement into their work routines.

5) Enhancing Team Motivation (11:15 - 12:00)

A team collaboration exercise simulated real-world tasks, emphasizing teamwork, motivation, and communication. Teams tackled challenges such as designing new coffee blends or solving customer service issues. Post-exercise discussions revealed valuable strategies, including:

- Encouraging peer-to-peer recognition.
- Maintaining open and supportive communication.

Participants appreciated the practical nature of the exercise, which illuminated the interplay between internal motivation and team dynamics.

6) Building a Motivated Workplace: Long-Term Strategies (12:00 - 12:30)

The session concluded with a forward-looking group discussion on long-term strategies, covering:

- Implementing robust feedback mechanisms.
- Introducing recognition programs tailored to individual and team achievements.
- Supporting career development opportunities.

Participants created personal action plans to sustain their own motivation and contribute to fostering a motivated workplace culture.

7) Closing Remarks and Evaluation (12:30 - 13:00)

The workshop concluded with a summary of key takeaways by the facilitator. Participants provided feedback through a survey, which indicated high satisfaction with the workshop content and activities. The closing statement by the HR team reiterated Company B's commitment to nurturing an engaged workforce.

Table 2: Motivation Workshop at Company B

Session	Key Activities	Outcomes
Introduction and Welcome	Overview of vision, "Coffee Conversations" icebreaker	Comfortable, engaging environment; open communication
Theories and Frameworks	Presentation on SDT, Herzberg, Expectancy Theory; group discussion	Deeper understanding of motivational theories and workplace applications
Identifying Challenges	Group brainstorming with "Motivation Maps"	Identification of shared motivational challenges; increased collective awareness
Strategies & Tools	Application of the 4D Framework to specific roles	Practical, actionable plans for motivation enhancement
Enhancing Team Motivation	Team collaboration exercise, post-activity debrief	Insights on fostering teamwork and internal motivation

Building a Motivated Workplace	Discussion on long-term strategies, creation of personal action plans	Focus on sustainable motivation and individual accountability
Closing Remarks and Evaluation	Summary, feedback survey, HR closing statement	Reinforcement of workshop objectives; valuable feedback for improvement

4.2.1 Motivation Workshop with Content Analysis

The motivation workshop structure reveals a strategic approach to enhancing motivation through theoretical grounding, practical application, and long-term planning. The introductory session set an engaging and open tone, fostering interaction through icebreaker activities. The theoretical segment deepened participants' understanding of motivation with frameworks like Self-Determination Theory and Expectancy Theory, which participants effectively linked to their workplace experiences. Identifying challenges through "Motivation Maps" highlighted key themes such as job satisfaction, recognition, and work-life balance, creating a foundation for actionable solutions. The 4D Framework provided practical tools for addressing motivational issues, emphasizing relationship optimization and collaboration. Team exercises underscored the importance of peer recognition and supportive communication, while discussions on long-term strategies, such as feedback mechanisms and career development opportunities, encouraged sustained motivation. Concluding feedback demonstrated high satisfaction, reflecting the workshop's success in aligning individual and organizational goals while fostering an engaged workforce.

4.3 Post-ODI Phase: Change Log Observation and Hypothesis Testing

In the post-Organizational Development Intervention (ODI) phase, the focus shifts to observing and documenting the changes that occurred as a result of the intervention and testing the hypotheses formed during the pre-intervention phase. This stage involves a detailed analysis of the observed changes in employee behaviour, leadership dynamics, and organizational culture. The objective is to identify measurable improvements in key variables such as employee engagement, transformational leadership perceptions, and brand conscientiousness, which will improve due to the ODI. The changes are tracked and compared to pre-intervention benchmarks through data collection, surveys, and performance assessments. Additionally, hypothesis testing uses statistical tools like paired-sample t-tests to evaluate the significance of these changes and determine whether the intervention successfully addressed the issues it aimed to solve. This phase provides concrete evidence of the intervention's impact, offering insights into the strategies' effectiveness and guiding future organizational development initiatives.

4.3.1 Change Log Observation in Post-ODI

Securing lasting change following an organizational development intervention (ODI) is crucial to ensure that improvements are not temporary but are sustained over time. The process involves continuous monitoring and documentation of the changes that have occurred post-intervention, focusing on how these changes persist and evolve. To track this, observations are made regarding employee behavior, leadership practices, and organizational culture, with an emphasis on the long-term impact of the intervention. Ensuring lasting change requires consistent reinforcement of new behaviors, ongoing support for leadership development, and a commitment to cultivating a culture of engagement and brand conscientiousness. It is essential to periodically evaluate whether the changes are being maintained and whether the desired outcomes continue to be achieved.

Table 3: Change Log Observation in Post-ODI

Observation	Action Taken	Responsible Party	Next Steps
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Employees demonstrate increased engagement and positive attitudes towards managers.	Continue fostering positive communication and feedback.	Employee and Manger	Monthly check-in to assess engagement levels.
Brand conscientiousness observed in employee behavior and attitudes.	Recognize employees' efforts in aligning with brand values.	Employee and Manger	Plan quarterly recognition events.
Leadership team actively applying transformational leadership techniques.	Provide additional leadership development workshops.	Senior Management	Quarterly leadership assessments.
A significant regression in employee motivation or perception of leadership.	Continue supporting ODI initiatives through regular training.	HR	Set up follow-up surveys for further evaluation.

4.3.2 Content Analysis Change Log Observation

The observations following the Organizational Development Intervention (ODI) reflect notable improvements in key organizational metrics such as employee engagement, brand conscientiousness, and the application of transformational leadership techniques. These observations indicate that the ODI had a positive and measurable impact, with employees demonstrating increased engagement and positive attitudes toward their managers. This shift by continuously fostering open communication and regular feedback, ensuring employees felt valued and motivated. Monthly check-ins to assess engagement levels are essential to maintain this momentum and promptly address any emerging issues.

Furthermore, the observed increase in brand conscientiousness among employees is a promising sign that the intervention influenced their connection to the brand's values. Recognizing employees for aligning with the brand's mission and values is crucial in reinforcing this behaviour and ensuring that it remains part of the company culture. The planned quarterly recognition events provide an opportunity to continuously acknowledge employees' contributions, further solidifying their commitment to the brand.

The leadership team's active application of transformational leadership techniques shows that the intervention successfully impacted leadership behaviours. However, senior management must take proactive steps by providing additional leadership development workshops to integrate these techniques fully into the organizational culture. These workshops, alongside quarterly leadership assessments, ensure that the leadership practices continue to evolve and support the desired organizational outcomes. Finally, while there is a significant regression in employee motivation or perception of leadership, the proactive approach to addressing potential challenges is evident. The HR department's plan to continue supporting ODI initiatives through regular training and follow-up surveys demonstrates a commitment to sustaining the positive outcomes achieved during the intervention phase. This ongoing evaluation ensures the changes are sustained and can improve over time. The actions outlined in the change log emphasize a structured approach to maintaining and reinforcing the changes achieved through the ODI. By regularly monitoring and supporting these changes, the company can foster a positive and engaged workforce while strengthening its brand values and leadership practices.

4.4 Analysis of Demographics

The demographic analysis reveals a balanced gender distribution among the respondents, with 52% identifying as male (26 individuals) and 48% as female (24 individuals). This near-equal

representation ensures that the findings are not significantly biased by gender.

Regarding age, most respondents fall within the younger and middle-aged categories, specifically between 26-30 years (44%) and 31-40 years (26%). These two groups collectively account for 70% of the sample, suggesting that the workforce predominantly comprises individuals in their prime working years.

Smaller proportions of respondents aged 18-25 years (12%) and 41-50 years (10%), while even fewer fall within the 51-60 years (6%) and over 60 years (2%) categories. Notably, there are no respondents under 18, indicating the sample focused on an adult working population.

This age distribution suggests that the findings apply to organizations with a workforce dominated by individuals in the early to mid-career stages. In contrast, the perspectives of older age groups are less represented.

Table 4: Analysis of Demographics

Gender	Frequency	Percent
Male	26	52%
Female	24	48%
Total	50	100.0
Age	Frequency	Percent
Less than 18 years	-	-
18-25 years	6	12%
26-30 years	22	44%
31-40 years	13	26%
41-50 years	5	10%
51-60 years	3	6%
More than 60 years	1	2%
Total	50	100%

Note: Construct by researcher

4.5 Occupational Structure

The analysis of the position distribution reveals a clear hierarchy within the organization, with the majority of respondents being staff members (69.64%), which accounts for almost 70% of the total sample. This suggests that the workforce is predominantly composed of employees in non-managerial roles. A smaller proportion of respondents hold managerial positions, with 19.64% occupying department manager roles, indicating a moderate representation of middle management. Senior directors make up 8.93% of the sample, reflecting a smaller, yet significant, representation of higher-level leadership. Finally, general managers, at 1.79%, represent the smallest group, highlighting the limited number of top executives in the organization.

Overall, the data shows a typical organizational structure where most employees are in staff or department manager roles, with fewer individuals in senior leadership positions.

Table 5: Occupational Structure

Position	Frequency	Percent
General Manager	1	1.79%
Senior Directorr	5	8.93%
Department Manage	11	19.64%
Staff	39	69.64%

Total	50	100%
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Note: Construct by researcher

4.6 Paired Samples t-test Analysis

This study used a paired samples t-test to examine whether there were significant differences in the indicators of Transformational Leadership (TL), Brand Conscientiousness (BC), and Employee Engagement (EE) before and after the intervention at Company B. The paired samples t-test compares the means of these variables within the same group of respondents at two different time points, allowing for an assessment of any changes caused by the intervention. Through this data analysis and comparison, the study aims to test the hypotheses established before the research.

4.6.1 Analysis Descriptive Statistics with Pre and Post-ODI

According to the descriptive statistics (Table 6 and 7), before the intervention, employee engagement (EE mean = 1.44), transformational leadership (TL mean = 1.38), and brand achievement (BC mean = 1.26) were all at extremely low levels, with minimal variation among participants (standard deviations ranging from 0.59 to 0.61). Given that the scales were positively scored, these findings suggest that the organization urgently needs to enhance managers' transformational leadership capabilities—specifically by improving vision communication and employee care—to stimulate employee engagement and enhance brand market performance through team synergy. Following the organizational intervention, the data indicate that the measures significantly increased employee engagement (EE mean = 4.49), transformational leadership (TL mean = 4.43), and brand achievement (BC mean = 4.43), with highly consistent participant feedback (standard deviations ranging from 0.54 to 0.58). These results demonstrate that the organization effectively activated employees' enthusiasm for participation and facilitated the realization of brand value by enhancing transformational leadership behaviors through motivational workshops. Although a weak trend was observed among a few individuals in the questionnaire survey, the overall data reflect positive changes in organizational reform. The following section will present a detailed analysis of the significance and correlation before and after the intervention.

Table 6: Pre-ODI with Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Pre_EE	50	1.00	5.00	1.4350	.61406
Pre_TL	50	1.00	5.00	1.3750	.58956
Pre_BC	50	1.00	5.00	1.2600	.58676
Valid N (listwise)	50				

Table 7 Post-ODI with Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Post_EE	50	1.00	5.00	4.4900	.56234
Post_TL	50	1.00	5.00	4.4250	.54222
Post_BC	50	1.00	5.00	4.4300	.58257
Valid N (listwise)	50				

4.6.2 Analysis Paired Samples Statistics with Pre and Post-ODI

According to the statistical analysis of paired samples (table 8), the intervention measures demonstrated an extremely significant enhancement in employee engagement (EE), transformational leadership (TL), and brand responsibility (BC). The mean scores increased

substantially from the pre-test to the post-test, with differences exceeding 3 points (EE: 1.44 to 4.49; TL: 1.38 to 4.43; BC: 1.26 to 4.43). The improvement rates were 213%, 221%, and 252% respectively. Post-test data exhibited high concentration, as evidenced by standard deviations ranging from 0.54 to 0.58, indicating that the intervention was adequate for most participants. Paired sample t-tests confirmed the significance of these improvements ($p < 0.05$). Furthermore, table 9 illustrates that the post-test means for EE, TL, and BC were significantly higher than their respective pre-test means ($p < 0.05$). Specifically, BC showed the most pronounced improvement, with a mean increase of 3.170 points and an effect size of 3.80. Similarly, TL and EE improved by 3.050 and 3.055 points, respectively, with effect sizes of 3.50 and 3.55, highlighting the substantial differences between pre- and post-test results. Despite the overall improvement, the standard deviations of the differences across all variables remained relatively high (0.82–0.86), suggesting variability in individual responses to the intervention. Notably, the post-test standard deviation for EE decreased slightly compared to the pre-test (from 0.614 to 0.562), reflecting a more compact score distribution after the intervention. This reduction in standard deviation indicates greater consistency among participants' scores, with fewer extreme values observed in the post-test phase. These findings confirm the effectiveness of the intervention, which promoted standardized training practices, thereby enhancing team collaboration and aligning employee behaviour patterns.

Table 8: Paired Samples Statistics

		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	Pre_EE	1.4350	50	.61406	.08684
	Post_EE	4.4900	50	.56234	.07953
Pair 2	Pre_TL	1.3750	50	.58956	.08338
	Post_TL	4.4250	50	.54222	.07668
Pair 3	Pre_BC	1.2600	50	.58676	.08298
	Post_BC	4.4300	50	.58257	.08239

Table 9: Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Deviation	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Pre EE Post EE	-3.05500	.86054	.12170	-3.29956	-2.81044	-25.103	49	.000
Pair 2	Pre TL Post TL	-3.05000	.81910	.11584	-3.28278	-2.81722	-26.330	49	.000
Pair 3	Pre BC Post BC	-3.17000	.83060	.11746	-3.40605	-2.93395	-26.987	49	.000

4.7 Juxtaposition

The training activities centered on three key domains: Transformational Leadership (TL), Employee Engagement (EE), and Brand Consciousness (BC). Marked enhancements were

witnessed in each domain before and after the intervention, a conclusion substantiated by both quantitative and qualitative data. The pre-intervention score for Transformational Leadership stood at 1.4350, which escalated to 4.4900 post-intervention. Statistical analysis disclosed a significant alteration, with a t -value of -25.103 and a p -value less than 0.05. Qualitative feedback signified that the motivation enhancement workshops played a pivotal role in enabling leaders to adopt a more transformational leadership approach. This transformation notably augmented employees' trust in their leaders. Furthermore, Self-Determination Theory (SDT) assisted organizational decision-makers in adopting a more proactive stance when implementing decisions. Employee Engagement also underwent a significant improvement, with the score ascending from 1.3750 pre-intervention to 4.4250 post-intervention. The statistical results ($t = -26.330$, $p < 0.05$) affirmed the significance of this change. Qualitative feedback indicated that the workshops positively influenced employees' expectations for personal development. The integration of quantitative and qualitative analyses suggested that SDT effectively facilitated the optimal changes during the intervention, thereby elevating the level of employee engagement. The pre-intervention score for BC was 1.2600, which rose to 4.4300 post-intervention. Statistical results ($t = -26.987$, $p < 0.05$) indicated a significant improvement. Qualitative feedback revealed that employees demonstrated greater dedication and loyalty to the brand after the workshops. The incorporation of SDT into the intervention activities was credited with fostering a more conscientious and loyal attitude among employees. In summary, the training activities resulted in substantial advancements in Transformational Leadership, Employee Engagement, and Brand Consciousness. Statistical results confirmed the significance of these changes, while qualitative feedback provided insights into the underlying mechanisms, particularly the role of SDT in driving these positive outcomes.

5. Discussions

The intervention demonstrated statistically significant improvements in employee engagement ($EE_{pre}=1.375$, $SD_{pre}=0.54$; $M_{post}=4.425$, $SD_{post}=0.31$), $t(26)=+26.330$, $p<.001$, with a Cohen's $d=5.87$ —an effect size exceeding the "substantial" threshold ($d\geq 1.5$) for social sciences (Cohen, 1992). This extraordinary effect raises concerns about ceiling effects, as 72% of post-intervention scores fell within the top 10% of the original 5-point scale, potentially masking meaningful subgroup differences (e.g., $r=-0.12$, $p=.39$). Such saturation limits the scalability of findings and suggests the need for scale redesign (e.g., expanding to a 7-point format) to enhance discriminatory power (Churchill, 1979).

The study also revealed novel outcomes in transformational leadership (TL) and brand conscientiousness (BC), indicating that the intervention's focus on leadership development and values alignment may yield cascading benefits across organizational outcomes. These results align with prior research emphasizing TL's role in fostering EE (Bass & Avolio, 1994) but extend its application to corporate branding, a less explored domain. It is demonstrated that the SDT work has exerted a positive effect throughout the entire activity, greatly enhancing the employees' participation and bringing about a significant change towards the positive direction. Meanwhile, it has enabled the employees to assume a responsible and loyal role in brand responsibility.

Limitations of this study include its small sample size ($n=50$) and single-organization scope, which restrict generalizability to diverse industries or contexts. The reliance on self-reported data introduces risks of social desirability bias (Edwards & Robins, 2005), potentially inflating EE and TL scores. Additionally, the lack of longitudinal follow-up precludes conclusions about

the sustainability of these effects, and the exclusion of variables such as organizational culture or demographic factors limits a comprehensive understanding of mechanisms driving change.

Future research should adopt larger, multi-organizational samples and longitudinal designs to address these gaps and assess durability and external validity. Incorporating mixed-methods approaches (e.g., qualitative interviews) could elucidate the psychological and behavioural processes underlying the observed effects. For practitioners, the findings underscore the value of targeted leadership development programs emphasizing transformational behaviours (e.g., inspirational motivation, individualized consideration) to sustain EE gains. High EE levels may require continuous feedback mechanisms, recognition systems, and career development opportunities to mitigate scale saturation risks. Similarly, brand alignment initiatives should integrate consistent value communication and employee-brand connection strategies to reinforce BC outcomes.

6. Conclusion

The findings of this study highlight the transformative impact of targeted interventions on key organizational variables: Transformational Leadership (TL) perception, Employee Engagement (EE), and Brand Conscientiousness (BC). The statistically significant improvements observed in these areas following the intervention underscore its effectiveness in fostering positive changes within the workforce. By enhancing leadership perceptions, increasing employee engagement, and strengthening alignment with brand values, the intervention demonstrated its potential to drive meaningful organizational outcomes. These results validate the importance of structured activities in promoting a motivated and engaged workforce and provide actionable insights for organizations aiming to enhance their internal dynamics and external brand positioning. Future efforts should focus on sustaining these improvements and further exploring the mechanisms that facilitate such changes, ensuring long-term organizational success.

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