

**Dr. Muhammad Hashim Khan¹ and Dr. Shakeel Khan²**

1. Lecturer, Institute of Management Studies University of Peshawar.

2. Lecturer, Institute of Management Studies, University of Peshawar. Email: shakeel.ims@uop.edu.pk

ISSN: 3006-6557 (Online)

ISSN: 3006-6549 (Print)

Vol. 3, No. 1 (2025)

Pages: 400-412

Key Words:

Internal Marketing, Internal Branding, Internal Brand Management, Brand-Based Leadership, Public/Private Universities, KP, Pakistan

Corresponding Author:**Dr. Muhammad Hashim Khan**Email: hashimdaudzai@uop.edu.pk**License:**

Abstract: *In today's changing business world, strong leadership is crucial for companies to overcome obstacles and maintain lasting prosperity. This research delves into the role of brand leadership in influencing how employees behave and shaping the culture within public and private universities in KPK, Pakistan. The study examines the presence and functions of IBM in both sectors while emphasising how brand-focused leadership impacts employee engagement, brand citizenship behaviour (BCB) and organisational results. It also explores how organisational culture and leaders aligning with brand values are essential in these settings. Moreover, it discusses the differences between transformational brand leadership styles and their effects on motivating and aligning employees with the brand. The paper presents findings on how leadership influences behaviours related to brands, stressing the crucial role leaders' play in enhancing organisational performance and brand success. Overall, it highlights the importance of brand leadership in fostering a culture centred around the brand and encouraging employee dedication to its values, ultimately contributing to organisational resilience and*

Introduction

In the context of universities, in developing nations leadership plays a role in shaping reputation promoting knowledge creation and driving economic progress (Islam et al., 2024). With advancements academic leaders are presented with challenges and responsibilities towards academic communities, faculty, and students. These choices will greatly influence the trajectory of their institutions. The role of leaders is vital, in the establishment of universities (Dumulescu and Mutiu 2021) as they adapt to demands and make innovative decisions considering the increasingly complex and diverse circumstances that require prompt action (Al Dabbagh, 2020).

In the paced world of technology and changing markets companies need skilled leaders to guide them through these challenges (Heifetz and Laurie 1997). The success and sustainability of businesses rely heavily on the caliber of their workforce, which must adeptly navigate the changing landscape of today's business world. Studies emphasize the role that leaders play in connecting corporate branding strategies with individual employees acting as essential links, for promoting organizational values and goals (Jain, 2023).

In the realm of education, the image of a university projects plays a crucial role in communicating its identity, values, and offerings to both students and stakeholders. This image significantly influences how they are perceived, preferred, and chosen within the landscape of academia. A positive and distinct

brand image can enhance a university's appeal and competitiveness making it more effective in attracting and retaining students (Roskosa and Stukalina 2021). In today's business environment, where challenges can arise from various sources, employees must be adaptable and successful. Organizations depend on their workforce to navigate complexities such as advancements, changing customer expectations and regulatory modifications.

During times of uncertainty and change leaders have a role in guiding organizations by providing vision, direction, and stability (Kiplimo, 2023). They serve as guiding lights for their teams through times while steering them towards shared objectives. The importance of leadership is heightened amidst these challenges. Studies consistently emphasize the role that leaders play in aligning corporate branding strategies with individual employees (Rihal 2017). They act as conduits by translating the organization's overarching vision into strategies that resonate with employees at all levels (Pardey 2007). By embodying the values and goals of the organization leaders instill confidence and dedication among their teams, cultivating a sense of belongingness and purpose. Leaders play a role in creating an environment that promotes innovation, teamwork, and continuous learning within the company. The success and longevity of organizations rely on the combined skills of their employees guided by leadership. By connecting company branding strategies with staff members, leaders ensure that everyone is on the same page with the organization's values and goals leading to sustainable achievements in today's ever changing business world. They establish a culture where employees are encouraged to share their ideas, try out methods and welcome change. By fostering a culture of creativity and flexibility leaders help organizations adapt quickly to evolving challenges.

Leaders also have a role in turning corporate branding strategies into practical plans that resonate with employees at every level of the company. They act as channels for instilling values and goals while creating a sense of purpose and direction among staff members. Through communication and setting examples leaders boost confidence and dedication among employees enhancing their engagement and alignment with the brands principles. Additionally, leadership plays a role in shaping organizational culture, which influences how employees perceive and engage with the brand.

A strong and inclusive environment that promotes a sense of belonging and mutual respect among staff members sets the stage for a harmonious team. Leaders play a role in encouraging interactions among employees from different cultural backgrounds ensuring everyone is on the same page and committed to upholding the company's core values (Jain, 2023).

In the field of service branding, where customer experiences reign supreme aligning with cultures becomes even more crucial (Parsuraman, 1987). Leaders are instrumental in helping employees from cultural backgrounds understand and embody the brands values when engaging with customers (Srivastav and Thomas 2010). By nurturing a culture centered around customer satisfaction leaders establish an atmosphere where employees are inspired to deliver exceptional brand experiences (Williamson, 2007).

Successful leadership entails employing communication strategies that run both top down and bottom up (McCrimmon, 1995; Baldoni, 2004). Leaders communicate the brand vision and goals from management down to frontline staff members to ensure broad understanding and commitment, to the brand throughout the organization. They also foster communication channels and collaboration opportunities for employees to share ideas that drive brand innovation and enhancement (Baldoni, 2004). Moreover, leaders must genuinely embody the brands values themselves while empowering their team members to do (Singh et al., 2022).

Leaders play a role in creating a work environment where employees are motivated to give their best for the success of the brand. This connection between how leaders act and what the brand stands for boosts employee engagement and dedication leading to performance for both the organization and the brand. Effective leadership is key to engaging employees, shaping the company's culture, and ultimately achieving success for the brand. Leaders who align with the values and goals of the brand establish a sense of purpose and excellence that motivates employees to advocate for the brand and provide service to customers.

Justification of the Study

The current study is motivated by its relevance in today's paced business landscape characterized by rapid technological progress and market dynamics. Leadership is central to success and brand performance yet there exists a gap in understanding its specific impact on cultivating a culture centered on branding. By focusing on this area, the research intends to offer advice for companies looking to improve their brand success and boost employee involvement. Furthermore, the study adds value to work by combining previous research results and presenting fresh perspectives on how leadership influences brand success. In the end this study could help shape leadership training programs and strategic efforts in companies leading to long term growth and a competitive edge, in the market.

Literature Review

The Influence of Brand Leadership on Employee Engagement

Brand leadership, particularly brand-oriented leadership, plays a crucial role in shaping employees' commitment to the brand, which in turn influences their engagement in brand citizenship behavior (BCB) (Tergraving, 2017; Tergraving et al., 2016; Wang, 2015). Strong leadership is essential for branding initiatives as it establishes a foundation for organizational culture and motivates employees to embrace and embody the principles that define the brand. This connection between leadership and organizational culture highlights how leaders influence and shape the cultural identity of an organization. Having a defined mission, vision and strategy all influenced by leadership are crucial aspects of effective leadership practices (Rihal, 2017).

It is essential for leaders to actively engage in fostering employee alignment with the values of the brand (Tjosvold, 1998; Alefari et al., 2017). Effective engagement methods like problem solving groups and collaborative interactions help bridge the gap between people values and organizational performance (Tjosvold, 1998) especially significant in industries like hospitality where managers play a vital role in nurturing employee engagement (Dickson, 2008). In the banking sector leadership behavior shapes employee commitment with initiating structured leadership behaviors proving impactful (Wallace, 2013). Within manufacturing environments leadership plays a pivotal role in sustaining and enhancing employee performance levels (Alefari, 2017).

Leadership involvement is critical in aligning employees with the brands ethos (Swarnalatha, 2014) achieved through communication, supportive guidance and leading by example. These approaches foster a culture where employees feel inspired to embody the brands values (Tjosvold, 1998). This alignment not only strengthens employee's dedication to the brand but also instills a greater sense of ownership and accountability toward its prosperity (Özyapar and Zahid, 2017).

The influence of leadership, especially in the realm of transformational brand leadership has a significant impact on brand citizenship behavior (Shaari et al., 2015). This is further reinforced by the effects of leadership behavior on engaging employees (Marquard, 2010). The connection between brand knowledge, brand rewards and brand citizenship behavior are also shaped by brand commitment, which itself is molded by leadership (Shaari et al., 2012). These discoveries highlight the role that

leadership plays in fostering employee engagement and promoting positive brand citizenship.

Brand leadership is pivotal in shaping employee's dedication to the brand and encouraging behaviors that support the brand (Tergraven, 2016; Wallace, 2013; Burmann, 2005; Jandaghi, 2015).

Cultural Dynamics and Branding

The culture within an organization holds sway over how employees think, feel and act, impacting how they perceive brand values and interact with the brand (Yusof and Ali 2000). It represents a set of shared values that guide individuals' behaviors by fostering commitment and shaping their actions (Wiener and Vardi 1990). This cultural framework is deeply ingrained in the organization's history, traditions and symbols making it resistant to change yet capable of driving transformations (Muscalu, 2014). Ultimately it fosters a social and cultural atmosphere within the organization that steers individual conduct based on collective ideals and convictions (Morelli and Wang, 2020).

Effective leadership in an organizational setting is essential for leveraging the strengths of a varied workforce (Penceliah, 2011). Achieving this necessitates an approach that appreciates and celebrates diversity (Williamson, 2007). Developing skills is vital for successful leadership in today's global landscape (Deardorff, 2018). Both leaders and organizational culture play roles in shaping employees experiences and performance levels (Hartnell et al., 2014). Leadership serves as a factor in aligning an organization's culture—especially crucial, in-service oriented industries where employees are entrusted with upholding the brands commitments (Vallaster, 2005).

Effective leadership plays a role in connecting the external and internal aspects of branding, ensuring that employees embrace the core values of the brand and consistently provide a positive customer experience. This becomes particularly vital in-service oriented industries, where a common set of values can elevate the quality-of-service delivery. Nonetheless the influence of leadership on harmony can be shaped by various factors, including cultural diversity as employees tend to feel more content when their leaders share a similar national culture.

Top-Down and Bottom-Up Leadership Approaches in Service Branding

Effective leadership communication plays a role in sharing and reinforcing the organization's brand vision (Cartwright and Baldwin, 2007). It is essential for leaders to embody the values of the brand and consistently communicate them (Baldoni, 2004). Promoting communication, collaboration and knowledge exchange can contribute to building a shared understanding and sense of ownership of the brand (Harkness, 1999). Managers must possess communication skills to effectively convey the brand's vision (Barrett, 2006).

Encouraging dialogue, teamwork and sharing of knowledge is key to enhancing employees' grasp and commitment to the brand (Desouza, 2003). This can be achieved through leadership approaches that focus on establishing group norms strategic team formation and efficient performance management strategies (Kremer et al., 2019). Being receptive to ideas and employing transformational leadership techniques can further boost team creativity with knowledge exchange playing a pivotal role in facilitating this process (Zhang et al., 2019). Building relationships between leaders and team members can foster greater engagement in creative work tasks when combined with knowledge sharing efforts (Hassanzadeh, 2014).

Leaders play a part, in shaping employee behaviors and organizational culture dynamics (McNeese-Smith, 1993; Chatman & Cha 2003). Their actions significantly influence employee productivity levels, job satisfaction rates and dedication by exemplifying standards and ethical values (McNeese-Smith, 1993). This influence also plays a role in shaping the beliefs and positive behaviors of followers in dilemmas according to Gächter and Renner (2018). It is crucial for leaders to align their actions with the

values of the organization to effectively manage its culture as noted by Chatman and Cha (2003). Additionally, leaders' personal values orientations are closely connected to how they lead, as highlighted by Sarros et al., (2002).

Effectively communicating the brand vision requires an approach that involves inspiring, clarifying and focusing the organization's efforts as discussed by Baldoni (2004). Open communication, collaboration and knowledge sharing are elements that can help create a shared understanding and ownership of the brand within the organization according to Lange and Mulder (2022). Strategic communication plays a role in guiding people towards the envisioned direction and aligning them with it as emphasized by Ayub et al. (2014).

Transactional vs. Transformational Brand Leadership

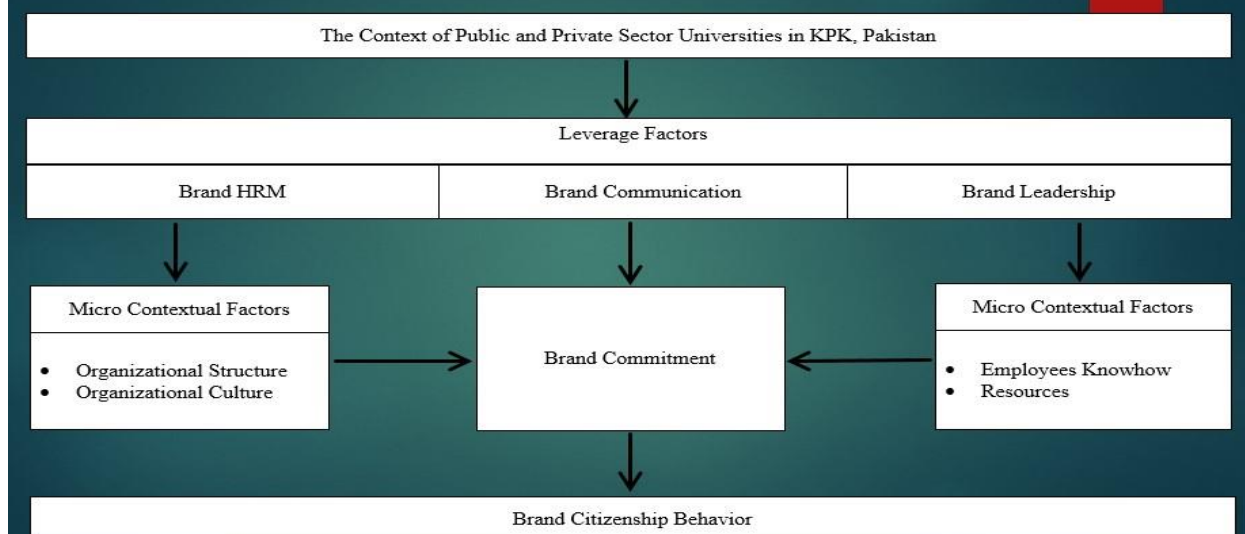
Brand leadership, as demonstrated through transactional and transformational styles, plays a crucial role in motivating employees and fostering brand alignment (Morhart et al., 2011). While transactional leadership focuses on meeting objectives, transformational leadership inspires positive engagement and change (Morhart et al., 2009).

Transactional leadership is known for its focus on goals and the use of rewards and punishments to drive performance. However, relying much on this style can limit innovation and long-term growth. The effectiveness of leadership depends on how well the leaders' strategies align with the preferences of their followers. While this style is considered universal, exceptions may arise due to organizational or cultural factors.

Transformational leadership according to Bush (2018) Bass and Riggio (2006) and Quiros (2020) involves changing how organizations operate, their culture and the individuals within them. It also focuses on changing the leader themselves. This style of leadership is known for presenting new visions, having strong beliefs with passion and confidence prioritizing ethics and values and establishing clear standards of accountability. Transformational leaders are often charismatic. Can greatly influence their followers motivating them to adopt the leader's vision and go beyond their usual duties. They demonstrate organizational skills by aligning individual goals and motivations with the organization's overall mission. Dixon (2008) stresses the need to combine management with transformational qualities like creating a shared vision inspiring others to embrace it and empowering them to drive implementation efforts.

Conceptual Framework

The conceptual framework of this study is built upon the theoretical foundation provided by Burmann and Zepelin (2005), with contextual additions by the author to tailor it specifically to KPK and Pakistan.

Conceptual Framework:**Research Methodology**

The study research methodology employed a qualitative case study approach to investigate universities in KPK, Pakistan encompassing both private sectors. This method was chosen for its effectiveness in delving into phenomena examining processes and gaining insights into experiences and organizational dynamics (Khan, 2019; Dabout, 2016; Ratnasari and Sudrajat 2023).

To achieve the research objectives of sector replication and literal replication within sectors following Yins (2006) framework a multiple case study method was utilized. This approach as emphasized by Hardwick (2017) is valuable for theoretical research across diverse fields. Three cases were chosen from each sector for this investigation.

Coding played a role in data analysis by connecting recurring patterns with existing literature and assisting in conceptual analysis (Mohajan & Mohajan 2022). The analysis involved scrutinizing and interpreting the collected data through coding, thematic analysis, pattern recognition and constant comparison to unveil emerging themes, patterns, and relationships within the dataset.

The decision to select respondents using probability sampling was based on alignment, with the study's objectives available resources, complexities involved and a comprehensive review of research methodology literature (Bradley, 1999).

We conducted interviews with individuals from private universities to explore their unique situations by closely observing their individual characteristics, interactions, and surrounding circumstances. This approach aimed to gain an understanding of the topics being studied.

To ensure the credibility and reliability of the research we employed triangulation by comparing observations within and across sectors to enhance the strength of our findings. The study utilized methodologies as discussed by Campbell et al., (2020). Through interviews we maintained a balance between having a framework and being flexible allowing for new insights to emerge as highlighted by Mashuri et, al. (2022).

Findings**1. Leadership as Role Models in Brand Strategy**

Within sector universities leaderships' impact on brand strategy is crucial as they serve as examples and role models for the organizations values. The behavior and mindset of leaders significantly shape the culture. When leaders embody the brands values it inspires employees to emulate these principles

fostering a united and coherent brand identity.

Overall interpretation for private sector: In the private sector, universities put a lot of effort into making their brand a central part of everything they do. This means clear communication from leaders at all levels, leading by example, and getting everyone involved and recognized. By doing this, they create a strong sense of community and belonging among staff, which in turn increases their commitment and performance.

2. Leadership's Role in Achieving Organizational Goals Aligned with Brand Values

Effective leadership in sector institutions is instrumental in guiding the university towards objectives that align with its core brand values. Leadership plays a role in shaping brand management strategies. Leaders who exemplify unwavering dedication to the brands values can inspire faculty members to uphold these standards fostering a robust institutional brand culture.

Overall Interpretation for Private Sector Faculty: The way sector educational institutions handle internal brand management involves using strategic well organized and resource intensive approaches. They prioritize management structures and employ efficient and innovative practices to stay adaptable and responsive to market needs. Through training programs, orientation sessions and leaderships involvement in aligning the brand there is an effort to embed brand values within the institution. The investment of resources in these endeavors shows an acknowledgment of the significance of a brand for gaining a competitive edge and ensuring long term success. This examination underscores how leadership, alignment efforts and strategic allocation of resources play roles in nurturing a robust and dynamic brand identity in private sector educational settings.

3. Leadership and Culture

Leadership styles and organizational culture play roles in shaping brand management strategies within private sector universities. Leaders often stress innovation, dynamism, and a proactive approach to aligning operations with the institution's brand identity to engagement and commitment among all members.

4. Sector-Specific Challenges

In the sector there is an emphasis on service orientation and regulatory compliance while the private sector prioritizes strategies centered around building their brands effectively for competitive positioning.

In the realm of brand management leadership styles differ between public sector universities. Private institutions prioritize brand strategies while public universities lean towards following established procedures and protocols.

5. Comparative Insight: Leadership's Role in Brand Identity

Private sector university leadership is viewed as a driving force that propels the brand forward emphasizing consistency in messaging and alignment to build a brand identity. On the hand leadership in public sector universities focuses on preserving traditional values and complying with regulations, which may limit flexibility in adapting to new branding trends but ensures stability and reliability.

6. Impact of Leadership Styles on Brand Consistency and Employee Engagement

The active involvement of leadership in brand strategy within sector universities fosters consistent messaging and alignment across the institution resulting in a robust and unified brand identity. In contrast public sector organizations' emphasis on tradition and regulatory compliance contributes to a sense of identity and continuity. However, leaders who prefer a traditional approach may encounter difficulties when it comes to keeping up with new branding trends and getting employees excited about fresh brand initiatives.

Leadership in universities plays a significant role in shaping their brand strategy and identity. Private universities in the business sector thrive under forward thinking leadership, which fosters brand creativity and coherence. On the contrary public universities, with their regulation focused leadership style prioritize stability and heritage but may struggle with actively advancing their brand. Understanding and using the strengths of different leadership styles can enhance how brands are managed in both sectors.

Findings	Description	Interpretation
Leadership as Role Models in Brand Strategy	In private universities, leaders are key to brand strategy by setting examples and embodying the brand's values.	Leaders' behavior and attitudes greatly impact the organization's overall vibe. When leaders live by the brand's values, they inspire employees to do the same, creating a strong, unified brand culture.
Leadership's Role in Achieving Organizational Goals Aligned with Brand Values	Leaders in private university faculties are crucial for guiding the university towards goals that match its brand values.	Leaders play a key role in setting the tone for brand management. When they are dedicated to the brand's values, they inspire faculty to follow suit, creating a strong and unified brand culture across the institution.
Overall Interpretation for Private Sector Administration	Private universities put a lot of focus on making sure their brand is a part of everything they do, like clear communication from top to bottom, leaders leading by example, involving everyone at all levels, and giving recognition where it's due.	This approach helps to build a strong brand identity and makes employees feel like they are part of a community. This boosts their dedication and improves how well they do their jobs.
Overall Interpretation for Private Sector Faculty	The approach to internal brand management within private sector faculties is strategic, structured, and resource-intensive, emphasizing distinct management structures and innovative practices.	This proactive approach to embedding brand values highlights the importance of leadership, alignment, and strategic resource allocation in fostering a strong and dynamic brand identity within private sector faculties.
Leadership and Culture	Leadership styles and organizational culture are pivotal in shaping brand management strategies in private sector universities.	Leadership often emphasizes innovation, dynamism, and a proactive approach to aligning operations with brand identity, encouraging engagement and commitment among all members of the institution.
Sector-Specific Challenges	The public sector emphasizes service orientation and regulatory compliance, while the private sector focuses on brand-centric strategies and market positioning.	This distinction influences leadership approaches, with private sector universities prioritizing dynamic brand strategies and public sector universities adhering more closely to established protocols and procedures.

Comparative Insight: Leadership's Role in Brand Identity	In the private sector, leadership is like a powerful engine pushing the brand ahead, while in the public sector, it acts more like a guardian, maintaining the values and traditions already in place.	Leadership's role in shaping and keeping up with brand identity changes depending on the sector. In the private sector, leaders are actively involved, making sure the brand message stays the same and matches up well, which builds a strong, unified brand identity.
Impact of Leadership Styles on Brand Consistency and Employee Engagement	In the private sector, leaders are hands-on in shaping brand strategies. They make sure the messages about the brand are consistent and in line throughout the whole institution.	This creates a strong and unified brand that people both inside and outside the organization can connect with. However, in the public sector, sticking to tradition might make it harder to keep up with new branding trends and get employees excited about new ideas.

Discussion

The findings reveal that leaders play an important role in shaping and maintaining the brand image of industry universities. Leaders not only set an example, but also lead the brand strategy by embodying brand values in their actions and decisions. This top-down approach ensures the formation of a brand culture, thereby fostering a sense of community and belonging among employees. A strategic, organizational, internal brand management approach that focuses on training-oriented programs and resource allocation reflects the position of private sector institutions committed to embedding brand values in order to achieve long-term success.

Different leadership styles and organizational cultures are factors that influence brand management strategies. Private universities focus on innovation, dynamism, and proactive alignment with the brand to increase engagement and commitment across the institution. On the other hand, public universities may face challenges as traditional regulatory frameworks hinder them from adopting proactive brand leadership and innovative approaches to brand building. This contrast highlights how leadership can influence the maintenance of brand consistency and the improvement of employee engagement, with leaders in private universities taking on a more dynamic role than in public universities.

Comparing private and public sector universities provides insights into how leadership styles impact brand identity differently. Private sector leaders maintain brand messaging consistency. Cultivate a unified brand identity whereas the public sector emphasis on tradition and regulatory compliance can hinder its flexibility to embrace evolving branding trends. Nevertheless, this conventional method also upholds stability and trustworthiness which are fundamental principles, in the public sector.

Conclusion

The study highlights the role that leaders play in shaping and upholding the brand image of private universities. Leaders not set an example but also actively steer brand strategies by embodying and promoting brand values. This leadership driven approach promotes a brand culture boosting employee dedication and performance. The structured methods used in internal brand management combined with leadership showcase the private sector's emphasis on adaptability and responsiveness to market trends. Nonetheless the sectors focusing on stability and compliance ensure a steady and reliable brand

identity. To improve brand management practices the suggestions, highlight the significance of leadership development promoting a culture enhancing internal communication channels implementing thorough training programs. In summary private universities have much to gain from implementing these measures to boost their brand recognition, cultivate a united and involved institutional environment and improve their competitive edge in the constantly changing educational field. Recognizing and utilizing the strengths of various leadership styles can result in better brand management strategies guaranteeing lasting prosperity and steadiness, for both private and public universities.

References

- Al-Dabbagh, Z. S. (2020). The role of decision-maker in crisis management: A qualitative study using grounded theory (COVID-19 pandemic crisis as a model). *Journal of Public Affairs*, 20(4), e2186. <https://doi.org/10.1002/pa.2186>
- Alefari, M., Saloniitis, K., & Xu, Y. (2017). The role of leadership in implementing lean manufacturing. *Procedia CIRP*, 63, 756-761. <https://doi.org/10.1016/j.procir.2017.03.169>
- Ayub, S. H., Abd Manaf, N., & Hamzah, M. R. (2014). Leadership: Communicating strategically in the 21st century. *Procedia-Social and Behavioral Sciences*, 155, 502-506. <https://doi.org/10.1016/j.sbspro.2014.10.332>
- Baldoni, J. M. (2004). Powerful leadership communication. *Leader To Leader*, 2004(31), 20-24. <https://doi.org/10.1002/ltl.69>
- Barrett, D. J. (2006). *Leadership communication: A communication approach for senior-level managers*. McGraw-Hill.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership* (2nd ed.). Psychology Press.
- Buono, V. D., & Fortezza, F. (2017). Universities' experience with brand: The role of design in managing university communication and branding. *The Design Journal*, 20(sup1), S705-S720. <https://doi.org/10.1080/14606925.2017.1352715>
- Burmann, C., & Zeplin, S. (2005). Building brand commitment: A behavioral approach to internal brand management. *Journal of Brand Management*, 12(4), 279-300. <https://doi.org/10.1057/palgrave.bm.2540223>
- Bush, T. (2018). Transformational leadership. *Educational Management Administration & Leadership*, 46(6), 883-887. <https://doi.org/10.1177/1741143218764170>
- Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Walker, K. (2020). Purposive sampling: Complex or simple? Research case examples. *Journal of Research in Nursing*, 25(8), 652-661. <https://doi.org/10.1177/1744987120927206>
- Cartwright, T., & Baldwin, D. H. (2007). Seeing your way: Why leaders must communicate their visions. *Leadership in Action*, 27(6), 15-24. <https://doi.org/10.1002/lia.1215>
- Chapleo, C. (2004). Interpretation and implementation of reputation/brand management by UK university leaders. *International Journal of Educational Advancement*, 5(1), 7-23. <https://doi.org/10.1057/palgrave.ijea.2140201>
- Chatman, J. A., & Cha, S. E. (2003). Leading by leveraging culture. *California Management Review*, 45(4), 20-34. <https://doi.org/10.2307/41166186>
- Desouza, K. C. (2003). Facilitating tacit knowledge exchange. *Communications of the ACM*, 46(9), 85-88. <https://doi.org/10.1145/903893.903897>
- Dickson, D. (2008). *Fostering employee engagement: A critical competency for hospitality industry managers*. Rochester Institute of Technology.

- Dillman, D. A. (2000a). *Mail and internet surveys: The tailored design method* (2nd ed.). John Wiley & Sons.
- Dumulescu, D., & Muțiu, A. I. (2021). Academic leadership in the time of COVID-19—Experiences and perspectives. *Frontiers in Psychology, 12*, 648344. <https://doi.org/10.3389/fpsyg.2021.648344>
- Gächter, S., & Renner, E. (2018). Leaders as role models and ‘belief managers’ in social dilemmas. *Journal of Economic Behavior & Organization, 154*, 321-334. <https://doi.org/10.1016/j.jebo.2018.06.014>
- Harkness, J. (1999). Living and breathing the brand: The role of internal communication. *Journal of Communication Management, 4*(1), 87-94. <https://doi.org/10.1108/eb023491>
- Hassanzadeh, J. F. (2014). Leader-member exchange and creative work involvement: The importance of knowledge sharing. *Iranian Journal of Management Studies, 7*(2), 391-412. <https://doi.org/10.22059/ijms.2014.36286>
- Heifetz, R. A., & Laurie, D. L. (1997). The work of leadership. *Harvard Business Review, 75*(1), 124-134.
- Islam, M. S., Fujimoto, Y., Haque, A., & Uddin, M. J. (2024). Responsible leadership in higher education in developing countries. *Higher Education*. <https://doi.org/10.1007/s10734-023-01028-4>
- Jain, S. (2023). Ambidextrous leadership, social capital, creative behaviour and well-being: A mediation-moderation model. *International Journal of Organizational Analysis*. <https://doi.org/10.1108/IJOA-10-2022-3534>
- Jandaghi, G., Bahamin, F., & Abaei, M. (2015). The effects of brand leadership styles on employees-based brand citizenship behavior. *World Scientific News, 22*, 14-28.
- Kiplimo, J. J. (n.d.). Navigating cultural diversity: Strategies for success in a multicultural environment.
- Kremer, H., Villamor, I., & Aguinis, H. (2019). Innovation leadership: Best-practice recommendations for promoting employee creativity, voice, and knowledge sharing. *Business Horizons, 62*(1), 65-74. <https://doi.org/10.1016/j.bushor.2018.08.010>
- Marquard, M. J. (2010). *Leadership behavior impact on employee engagement*. Pepperdine University.
- Mashuri, S., Sarib, M., Rasak, A., Alhabsyi, F., & Syam, H. (2022). Semi-structured interview: A methodological reflection on the development of a qualitative research instrument in educational studies. *Journal of Research and Method in Education, 12*(1), 22-29. <https://doi.org/10.9790/7388-1201042229>
- McCrimmon, M. (1995). Teams without roles: Empowering teams for greater creativity. *Journal of Management Development, 14*(6), 35-41. <https://doi.org/10.1108/02621719510086150>
- McNeese-Smith, D. K. (1993). Leadership behavior and employee effectiveness. *Nursing Management, 24*(5), 38-39.
- Mohajan, D., & Mohajan, H. (2022). Exploration of coding in qualitative data analysis: Grounded theory perspective. *International Journal of Research in Business and Social Science, 11*(4), 122-137. <https://doi.org/10.20525/ijrbs.v11i4.1744>
- Morelli, M., & Wang, M. (2020). Impacts of organizational culture. *International Journal of Managerial Studies and Research, 8*(7), 95-99. <https://doi.org/10.20431/2349-0349.0807009>
- Morhart, F. M., Herzog, W., & Tomczak, T. (2009). Brand-specific leadership: Turning employees into brand champions. *Journal of Marketing, 73*(5), 122-142. <https://doi.org/10.1509/jmkg.73.5.122>
- Morhart, F., Herzog, W., & Tomczak, T. (2011). Turning employees into brand champions: Leadership style makes a difference. *Marketing Intelligence Review, 3*(1), 34-43. <https://doi.org/10.2478/gfkmir-2011-0005>
- Muscalu, E. (2014). Organizational culture change in the organization. *Land Forces Academy Review*,

- 19(4), 392-398.
- Naidoo, R., Gosling, J., Bolden, R., O'Brien, A., & Hawkins, B. (2014). Leadership and branding in business schools: A Bourdieusian analysis. *Higher Education Research & Development*, 33(1), 144-156. <https://doi.org/10.1080/07294360.2013.864615>
- Özyapar, A. H., & Zahid, K. (2017). Leadership and employee engagement in organizations: An analysis of correlation. *Journal of Research in Business and Management*, 4(2), 27-36.
- Pardey, D. (2007). Leadership in turbulent times: Effective leadership during times of organizational change. *Strategic HR Review*, 6(5), 16-19. <https://doi.org/10.1108/14754390780001078>
- Penceliah, Y. (2011). Leadership in a multicultural organizational context: Some perspectives. *Africanus*, 41(1), 46-59.
- Quiros, L. (2020). *Incorporating diversity and inclusion into trauma-informed social work: Transformational leadership*. Routledge. <https://doi.org/10.4324/9781003010262>
- Rihal, C. S. (2017). The importance of leadership to organizational success. *NEJM Catalyst*, 3(6).
- Roskosa, A., & Stukalina, Y. (2021). Exploring brand personality in higher education. In *Proceedings of the International Scientific Conference Rural Environment. Education. Personality (REEP)* (Vol. 14, pp. 176-182). <https://doi.org/10.22616/REEP.2021.14.019>
- Sarros, J. C., Gray, J., & Densten, I. L. (2002). Leadership and its impact on organizational culture. *International Journal of Business Studies*, 10(2), 1-26.
- Shaari, H., Salleh, S. M., & Hussin, Z. (2012). Relationship between brand knowledge and brand rewards, and employees' brand citizenship behavior: The mediating roles of brand commitment. *International Journal of Business and Society*, 13(3), 335-354.
- Shaari, H., Salleh, S. M., & Hussin, Z. (2015). The effect of brand leadership styles on employees' brand citizenship behavior. *Asian Social Science*, 11(18), 86-92. <https://doi.org/10.5539/ass.v11n18p86>
- Singh, P., Henninger, C. E., Oates, C. J., Newman, N., & Alevizou, P. J. (2022). Children and young people: Opportunities and tensions for sustainability marketing. *Journal of Marketing Management*, 38(9-10), 831-843. <https://doi.org/10.1080/0267257X.2022.2086797>
- Srivastava, R. K., & Thomas, G. M. (2010). Managing brand performance: Aligning positioning, execution, and experience. *Journal of Brand Management*, 17(7), 465-471. <https://doi.org/10.1057/bm.2010.4>
- Sujchaphong, N., Nguyen, B., & Melewar, T. C. (2015). Internal branding in universities and the lessons learnt from the past: The significance of employee brand support and transformational leadership. *Journal of Marketing for Higher Education*, 25(2), 204-237. <https://doi.org/10.1080/08841241.2015.1040105>
- Terglav, K. (2017). Employees as brand builders: A multilevel approach to internal branding. *Academy of Management Proceedings*, 2017(1), 14865. <https://doi.org/10.5465/ambpp.2017.14865abstract>
- Terglav, K., Konečnik Ruzzier, M., & Kaše, R. (2016). Internal branding process: Exploring the role of mediators in top management's leadership-commitment relationship. *Journal of Marketing Management*, 32(9-10), 931-944. <https://doi.org/10.1080/0267257X.2016.1183697>
- Tjosvold, D. (1998). Employee involvement in support of corporate values in successful organizations: Groups, cooperative interaction, and influence. *International Journal of Value-Based Management*, 11(1), 35-46. <https://doi.org/10.1023/A:1007767528225>
- Vallaster, C., & de Chernatony, L. (2005). Internationalization of services brands: The role of leadership during the internal brand-building process. *Journal of Marketing Management*, 21(1-2), 181-203. <https://doi.org/10.1362/0267257053166839>

- Wiener, Y., & Vardi, Y. (1990). Relationships between organizational culture and individual motivation: A conceptual integration. *Psychological Reports*, 67(1), 295-306. <https://doi.org/10.2466/pr0.1990.67.1.295>
- Williamson, G. C. (2007). Providing leadership in a culturally diverse workplace. *Workplace Health & Safety*, 55(8), 329-335. <https://doi.org/10.1177/216507990705500803>
- Yusof, A. A., & Ali, J. (2000). Managing culture in organization. *Malaysian Management Journal*, 35(2), 60-65.
- Zhang, W., Sun, S. L., Jiang, Y., & Zhang, W. (2019). Openness to experience and team creativity: Effects of knowledge sharing and transformational leadership. *Creativity Research Journal*, 31(1), 62-73. <https://doi.org/10.1080/10400419.2019.1570141>