

RESEARCH ARTICLE



Impact of Brand Leadership on Brand Citizenship Behavior with the Mediating Role of Transactional Leadership

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Abstract

The study examines the impact of Brand Leadership on Brand Citizenship Behavior with the mediating role of transactional Leadership. Brand Leadership consists of Transformational leadership and Transactional Leadership. Data were collected from the employees of different industries working in Rahim Yar Khan District. The sample sizes were proposed to be 300 through convenient sampling. Data Screening, Exploratory Factor Analysis, Reliability and Validity of data, and Structure Equation Modeling techniques will be used for statistical analysis. This study showed that BCB has significant relationships with brand leadership and engagement. In BCB's explanation, brand involvement is also important. The importance of transactional leadership to the initial interaction between BCB and BCB transformative leadership was underscored in mediation testing. As a result, the findings are consistent with the SORM, which recognizes the effect of a mediating component between stimulus and reaction. These findings showed that various features of BCB require various management styles (transformative and transactional). The management must, therefore, carefully design its brand investments to meet the specific targets of brand performance.

KEYWORDS

Brand Leadership, Transformational Leadership, Transactional Leadership, Brand Citizenship Behavior

1 | INTRODUCTION

Leadership is one of the most crucial areas of management research (Odumeru & Ifeanyi, 2013). Businesses are working hard to attain their goals in today's competitive market (Paracha et al., 2012). Leaders play a vital role in facilitating employees' attainment of their goals and objectives within businesses. Leadership is a person's capacity to inspire a group to achieve a shared objective. It involves interacting with the staff of the company, inspiring them, and assisting them in accomplishing the company's objectives (Chaudhry et al., 2012). Leaders are responsible for raising staff morale and increasing productivity.

Therefore, it has been a contentious topic for many years (Islam et al., 2012). The leader significantly shapes the performance of a group, exerting the greatest influence on its outcomes. Therefore, when executives excel, it positively impacts team performance. Much research has examined the

connections and consequences between leadership style and worker performance (Paracha et al., 2012; Islam et al., 2012).

Research conducted within a Malaysian context investigated leadership behavior and its correlation with worker outcomes such as productivity and job satisfaction. The findings suggest that effective Leadership significantly influences worker productivity and job satisfaction. Leaders who recognize employees as valuable assets, engage them in decision-making processes, and comprehend their needs are considerably more likely to witness enhancements in employee performance and job contentment (Wang & Rode, 2010).

Leaders change their management approach for people and organizations depending on the circumstances and available time (Gronemus et al., 2010). These studies frequently concentrate on transactional and transformative leadership

philosophies. Transformational leaders excite their followers by placing their trust in them and pushing them to try out novel approaches and techniques in their daily tasks. Conversely, transactional leaders encourage their followers to achieve their objectives by rewarding them, recognizing them, and punishing them when they fail to do so (Odumeru & Ifeanyi, 2013).

Although some studies also look at transactional Leadership, most studies in the literature concentrate on transformational Leadership. Lowe and Kroeck revealed that transformational and transactional leadership styles have a substantial link with performance in a meta-analysis of the for-profit industry. Both transactional and transformational leadership styles have a favorable and significant link with performance, per a 2009 study by Rowold and Roahmann (Al Halbusi, Tang, Williams, & Ramayah, 2024).

Compared to other leadership styles, transformational Leadership has garnered considerable attention among scholars due to its unique methods for fostering employee creativity (Wang & Rode, 2010); transformational leadership style significantly influences employee innovation and is effective in spotting new opportunities and fostering organizational capabilities. Transformational leaders increase the trust and values of their workforce, and as a result, the workforce produces more than expected.

Researchers have examined the precise ways transformational leaders motivate followers and identified frameworks that support organizational innovation (Sosik et al., 1999), and the environment in which a leader operates can significantly impact that leader's effectiveness. According to Leadership in the Land of the Dragon, transformational leadership traits frequently encourage remarkable employee behaviors, such as creativity and exceptional performance, in various organizational environments (Al Halbusi et al., 2024; Kalsoom, Khan, & Zubair, 2018). Transformational leaders are likely to be overconfident in their ability to influence and/or control others due to their charisma and narcissistic tendencies.

This may harm follower creativity, particularly if the level of influence or control is high. Furthermore, transformational Leadership's focus on the future over the present, on spirit over matter, reduces employee security and inhibits innovation. Entrepreneurial companies operate in a high-growth, chaotic, no-rules environment, with transformational Leadership leading. Because too much emphasis is placed on tomorrow rather than today and on spirit rather than material, this can lead to feelings of insecurity. Innovation suffers in such a setting." "Employees may regard transformational leaders as charismatic and hold them up as examples of appropriate behavior in a fast-paced environment (Brown & Trevino, 2006). Employees may show reliance on and confidence in a transformational leader (Brown & Trevino, 2006). Uncritical acceptance

of the leader's ideas may accompany a strong attachment to the leader—unconditional cognitive allegiance (Gronemus et al., 2010; Guo, Xue, He, & Yasmin, 2023).

Transformational Leadership empowers followers to see beyond their immediate self-interest through idealized influence (charm), inspiration, mental stimulation, or individualized consideration. It enhances followers' maturity and morals, as well as their emphasis on achievement, self-realization, and the welfare of other people, groups, and society (Kalsoom et al., 2018). Leaders demonstrate idealized influence and inspiring Leadership by envisioning an optimal future, elucidating the path to achieving it, serving as role models for others, setting elevated performance benchmarks, and displaying perseverance and assurance (Krejcic & Morgan, 1970; Legood, van der Werff, Lee, & Den Hartog, 2021). Such a leader is admired by his followers. A leader that fosters innovation and creativity in their people is showing intellectual stimulation. When leaders attend to the developmental needs of their followers, offering encouragement and coaching for their growth, they demonstrate individualized consideration. The executives provide tasks as a means of career growth (Hall, Johnson, Wysocki, & Kepner, 2002).

"Transactional Leadership is claimed to be particularly effective in crises, chaotic, immature, no-rules settings, periods of uncertainty, or when established systems are insufficient. Transactional Leadership more effectively leads and pushes forward by defining position and job criteria and then connecting them to incentives and punishments. Such a condition is compounded in complex and/or unclear circumstances, such as the circumstances surrounding most organizational challenges. Additionally, extrinsic motivation—such as contingent rewards and punishment—can be shaped to stimulate creativity as a trait of transactional Leadership. encouraging creativity, for instance, when there is a need for invention or when it is specifically included in the job description. Past studies have demonstrated that in complex, ambiguous circumstances, creative outcomes require a high level of leadership support (Legood et al., 2021).

A company's brand may be a valuable asset and a means of communication with its clients. A brand is a way for a corporation to describe a good or service. Previous studies have shown that brand credibility affects non-financial and financial performance, highlighting the significance of brand management (Abimbola et al., 2007). A high-tech product is believed to be unable to distinguish considerably from competitors since consumers' requirements and preferences are altering. As consumer demand changes, advertisers must provide valuable products from a functional, emotional, and expressive standpoint.

"Brand responsibilities relate to the act through

which a consumer reclaims a brand to adapt it to meet their wants and preferences (Hall et al., 2002; Liberati et al., 2009). If a laptop product brand continues to be linked with quality, it will be successful. The public has an innate perception of a brand, and it has always been at the forefront of technological advancements in the digital age, keeping up with the era's growth, providing high-quality products, appealing product design, product differentiation, and diversification, and setting a variety of prices that are both reasonable and competitive. Understanding the various client types is crucial for developing transnational Leadership (Hall et al., 2002; Liberati et al., 2009).

There are two categories of transactional Leadership: affective commitment and value commitment. Compared to affective commitment, which leans more towards product and price differentiation and signifies high engagement, value commitment has a greater inclination towards product and price differentiation, indicating lower consumer involvement. To be more precise, commitment can be achieved by fostering a strong sense of confidence derived from previous experiences with the branded product. However, a consumer's satisfaction with a brand does not necessarily translate directly into a commitment to continue using that brand.

People may be inspired to commit when they experience high levels of brand pleasure and consumer confidence in the brand. Hess and Story (2005) examine the connection between retail service vow and customer happiness. The study found that customers are more inclined to repurchase if their level of pleasure exceeds their expectations. Consumer happiness alone is insufficient to develop a brand's friendliness; consumers must have confidence. Customer pleasure goes above and beyond expectations and builds trust in the perceived level of service excellence. Brand confidence and satisfaction are a manifestation of affective commitment. Yet, there is no proof that commitment directly impacts the intention to repurchase to develop brand loyalty. Moreover, Sahin et al. (2011) investigate whether brand trust is a mediating factor in the relationship between commitment and satisfaction. The results of this study indicate that a partial's increased satisfaction will influence trust and heighten commitment.

Brand citizenship behavior (BCB) is an innovative concept that elucidates how employees can enhance the brand's quality they represent by aligning their attitudes and actions with the company's brand (Burmann & Zeplin, 2005). Brand citizenship behavior is defined as "workers' voluntary efforts to display several general employee behaviors that support the growth of a stronger brand identity (Burmann & Zeplin 2005) recognized Sri Lanka's service sector organizations as a research topic to examine how they achieve good results. Practices in the Sri Lankan leasing and specialized banking industries

demonstrate that serious attempts are being made to resolve concerns with front-line personnel retention. The sales force in Sri Lanka is the most significant sector in terms of retention issues. Employer branding suited to each business's needs is necessary for human resource practices to attract and keep skilled experts. This is an intriguing thought regarding the results of employee brand citizenship behavior. To solve issues with corporate branding and employee engagement, many businesses have employed brand citizenship behavior (Burmann & Zeplin 2005).

Also, this essay examines the vital significance of brand citizenship behavior as a strategy for dealing with challenges related to employee turnover. The paper examines the Sri Lankan finance service sector with a focus on leasing and industry-related evidence. Additionally, brand citizenship conduct contributes to client pleasure. BCB emerged from organizational citizenship behavior that valued employee brand performance at the micro-level overwork and organizational success at the macro-level for external target groups. According to Burmann et al. (2008), BCB comprises seven constructs aimed at mirroring employee behaviors related to the brand to boost the organization's success and maintain its competitive edge. Here, BCB encompasses various aspects of how employees uphold the brand promise (Hall et al., 2002; Liberati et al., 2009).

Moreover, brand skills serve as a mediating variable rather than a significant factor in determining employee BCB, according to Burmann et al. (2008). Particularly in the service sector, employees subtly communicate the brand identity to clients. As a result, it indicates that the BCB concept has compelling justifications for its influence, although different industries give different proofs for its effectiveness. Burmann et al. (2008) describe brand compliance in-role brand behavior as adhering to established brand stances (2008).

Most businesses have no trouble satisfying in-role brand behavior. These comprise roles or duties that go above and beyond what is specified in official job descriptions, such as advocacy, engagement, assistance, sportsmanship, passion for the brand, and additional brand work from coworkers (Burmann et al., 2008). Since businesses sustain their brand's competitive edge through differentiation strategies, engaging in extra-role brand behavior would be an optimal approach for brand differentiation. Not all companies or brands can readily prompt employees to participate in brand-related activities beyond their defined roles. Moreover, Burmann et al. (2008) found that extra-role brand activity promotes positive brand identification more effectively than in-role brand behavior. Thus, brand citizenship behavior—also referred to as extra-role brand behavior—will be examined in this study (Al Halbusi et al., 2024; Shafi, Lei, Song, & Sarker, 2020).

2. Literature Review and Underpinning Theory

A leadership style known as transformational Leadership is one in which the leader strives to meet the higher-order requirements of their followers. This leadership approach strongly emphasizes encouraging employees to express and adhere to the mission and vision of the leader. Leaders would establish goals that encourage employees to think creatively and innovatively while considering their unique needs and concerns. On the other hand, transactional leadership is more concerned with boosting employee morale and enforcing rules through the communication of intended rewards or unforeseen punishments. Through a leader-member exchange study, internal branding was learned. Leadership impacts transactional Leadership and, consequently, brand-supportive behaviors by serving as a role model and consistently communicating brand principles. Instead of focusing solely on the leadership styles that can influence these activities, many studies have emphasized the interactions between employees and leaders during internalization (Li et al., 2020).

A transactional leadership style, in which objectives are clearly stated and employees perform desired actions to get rewards, is a crucial behavioral arrangement. Transactional leadership methods are successful in the Asian context. For instance, Taiwanese research discovered that transformational Leadership (as opposed to transactional Leadership) was more effective in securing employee loyalty and, as a result, good organizational engagement. According to a prior study, brand leadership has an impact on employees' brand views and actions. This aids in the shaping of leaders and the shaping of leaders (Li et al., 2023). The academics continued by saying that leaders would aid employees in forming their thoughts regarding the brand. Both verbal and nonverbal interaction (i.e., social interactive behavior) can do this. According to Morhart et al., relational interactive engagement is compatible with transformational leadership philosophies (2009).

There is a lack of evidence-based studies comparing the efficacy of various leadership philosophies or examining the extent to which one style of Leadership could be more beneficial than others. Exploratory work on transactional and transformational Leadership often concentrates on one or both concepts in NPOs. Scientific evidence suggests that work engagement influences various outcomes for individuals and institutions, encompassing favorable attitudes, interpersonal engagement, job performance, satisfaction, and cognitive well-being. Transactional Leadership is more concerned with greed than honesty, respect, and dignity (Gronemus et al., 2010; Liberati et al., 2009).

Transactional Leadership lacks shared cooperation and employee involvement. It is also inappropriate for SMEs since it is centred on incentives and demands ongoing rewards for every effort made. While transactional Leadership can improve job satisfaction, it

jeopardizes the trust and respect that are fundamental elements of the workplace (Ashraf et al., 2021).

A collection of behaviors known as a transformational leadership style is intended to alter how employees view and anticipate the organization's goals and tactics. Leaders who practice transformational Leadership are renowned for boosting staff morale. "Leadership that offers freely to continuous learning and leverages shared vision to build deeper knowledge and appreciation of the organization's meaning and aim among its people" is what transformational Leadership is characterized by; transformational leaders encourage innovation inside organizations and positively affect the commercial success of new products and services through inspiring motivation and intellectual curiosity (Ajaz et al., 2014).

For the sake of this study, brand-consistent employee behavior shall be referred to as "brand citizenship behavior" (BCB). BCB was chosen because it succinctly outlined seven characteristics or actions that represented the workers' brand-consistent conduct. Moreover, BCB is a relatively new design and will need additional testing with fresh data to increase its dominance. Two authors, Burmann and Zeplin, worked together on a book. The first brand citizenship conduct was incorporated by two German academics (2005). The Organization Citizenship Behavior theory serves as its foundation (OCB). Western academics have concentrated on the role that employees play in developing brands. To make it more relevant for use in this study, the modified three-dimensional model of brand citizenship behavior was created by combining seven behaviors into three categories. The three adjusted dimensions are 1) readiness to assist, 2) brand zeal, and 3) tendency for future growth. According to organizational behavior research and experimentally supported by an IBM study, employees with an emotional connection to the brand may strengthen it via their conduct (Guo et al., 2023; Liberati et al., 2009; Shafi et al., 2020).

3. Hypothesis Development

3.1. Transformational Leadership

What mediates between these connected components is of special interest to academics. Higher business efficiency is encouraged by transformational leadership, but what acts as a bridge between these two characteristics is still being determined. The focus on the correlation between transformational Leadership and business success is particularly crucial, given that businesses must innovate their processes and products to attain a competitive edge and deliver favorable outcomes. In this research, we refer to green transformational Leadership (GTFL) as a leadership style where the leader's main goal is to provide employees with a particular vision, encouragement, and encouragement, as well as to meet their developmental needs to attain the

organization's environmental goals.

It encourages employees to acquire new skills and participate in green processes and product improvement methods, enabling firms to introduce green goods and services to the market and increase their environmental efficiency. Furthermore, past research suggests that much more investigation should be done into the mediators between transformational Leadership and technology, HRM activities, and business performance.

The impact of distinct brand leadership philosophies—transactional vs. transformational—on staff transactional Leadership and BCBs must be carefully considered. These studies aim to ascertain the effects of various brand leadership ideologies, such as transactional and transformational brand leadership, on the "in-role brand behavior" and "extra-role brand behavior" of employees (Bilal et al., 2024).

Among the various leadership philosophies, transformational Leadership emphasizes creating an inventive culture and encouraging peers to believe in and/or support the organization's mission, which affects company innovation and organizational success. According to research, the scientifically based element of transformational administration improves success, management consulting, and worker productivity.

A transformational leadership style entails changing employees' perceptions of the organization's objectives and plans. Leaders who practice transformational Leadership develop and promote employee morale (2010). It is frequently desired that employees be regulated so they may fully utilize their abilities in their argument. Leadership that freely contributes to continuous learning and employs shared vision to encourage deeper knowledge and appreciation of the organization's meaning and objective among its members. By inspiring motivation and intellectual stimulation, transformational leaders foster creativity inside organizations and have a favorable impact on the commercial success of innovations in goods and services. Moreover, transformational Leadership encourages innovation by allowing employees to decide what to focus on and how to achieve their goals.

H1: Transformational Leadership has a significant impact on brand citizenship behavior

3.2. Transactional Leadership

One of the most hotly debated themes in marketing is transactional Leadership, and experts in the field and academics concur that it offers several advantages. Strategic management also includes Brand Engagement as a critical element. In reality, businesses have emphasized cultivating and maintaining brand loyalty. Many articles have looked at how brand loyalty is impacted by consumer satisfaction. This investigation suggested that consumer loyalty and happiness both

had a favorable effect on transactional Leadership.

As a result, commitment was crucial to developing brand loyalty for the good. Consumers may exhibit loyalty and commitment when they value the brand or product and are happy with the collaboration. Many articles have looked at how brand loyalty is impacted by consumer satisfaction. In earlier findings, brand loyalty was described as a strong willingness to cross or re-buy services or a favorite commodity indefinitely in the future, resulting in purchasing a similar brand range or the same brand amid marketing strategies and situational factors (Al Halbusi et al., 2024; Krejcie & Morgan, 1970).

According to Morgan and Hunt's results, most studies concur that engagement is a key variable in relational marketing and is crucial for identifying and understanding brand repurchase behavior, particularly "genuine" brand loyalty. The current study uses a perspective on loyalty previously employed in marketing studies on interactions between consumers and brands. The capacity of a customer to maintain a relationship with a brand while having to make concessions is known as commitment. This strategy, which is based on social exchange theory, characterizes the consumer's readiness to forge a long-term transaction connection with the brand through an introspective analysis of the benefits and hazards of doing so, as well as a mention of other options. Employees who are emotionally invested in the brand will advance it via their conduct, according to an organizational behavior study (Burmam and Zeplin 2005) and empirical testing in IBM research (Burmam et al. 2008; Piehler et al. 2016). According to the BCB measures, brand engagement may help all brand-related employee behaviors, including brand compliance, endorsement, and expansion.

The findings show that brand-specific transformational Leadership has a greater impact on follower brand-building activities than brand-specific transactional Leadership. The findings support leadership theory, which asserts that transformational Leadership performs better than transactional Leadership (Burmam et al., 2008). Leaders would establish goals encouraging employees to think creatively and innovatively while considering their unique needs and concerns. Conversely, transactional Leadership focuses more on boosting worker morale and enforcement by distributing desired incentives or unanticipated punishments. The leadership-member exchange study has taught us a lot about branding. For instance, Leadership influences transactional Leadership and, as a result, brand-supportive behaviors when one consistently exhibits the brand principles. After all, rather than examining the specific styles of leadership that can influence such activities, numerous studies have centred on the interactions between employees and leaders during the internalization process.

To clarify what employees, expect to embody the

brand, brand citizenship behavior is discussed in the context of corporate citizenship behavior. According to this paradigm, employee behavior, encompassing external and internal organizational activities, will promote the fulfillment of transactional Leadership. The brand endorsement and brand growth parts of BCB in this study provide the first empirical evidence of the beneficial effects of brand engagement on brand excitement and desire to expand further. Employees who fit in well with their company are more likely to display good brand behaviors like brand citizenship. Additionally, we contended that greater employee brand fit results in greater employee BCB in this study.

Based on the preceding discussion, it is hypothesized that;

H2: Transactional Leadership has a significant impact on brand citizenship behavior

3.3. Brand Citizenship Behavior

In the context of this study, the term "brand citizenship behavior" (BCB), proposed by Burmann and Zeplin (2005), will be used to denote employees' consistent adherence to the brand. BCB was selected because it delineates seven specific characteristics or behaviors that illustrate employees' alignment with the brand. Furthermore, since BCB is a relatively recent concept, further testing with fresh data is required to enhance its robustness (Burmann et al., 2008). Two German academics, were the first to include brand citizenship behavior (2005). The Organization Citizenship Behavior theory serves as its foundation (OCB). Academics from Western countries have concentrated on employee activity in brand creation, such as Burmann and Zeplin (2005) and Burmann et al (2008). To make it more appropriate for use in this study, Burmann et al. (2008) modify the three-dimensional model of brand citizenship behavior by combining seven behaviors into three categories. The three adjusted dimensions are: 1) Willingness to assist, 2) brand fervor, and 3) a predisposition for future growth. Workers that have a strong emotional connection to the brand may reinforce it via their actions. as deduced from organizational behavior research (Burmann and Zeplin 2005) and empirically validated in IBM research (Burmann and Zeplin 2008; Piehler et al., 2015, 2016).

According to the BCB dimensions, Transactional Leadership should improve all brand-related employee behaviors, including brand compliance, endorsement, and growth. When emotionally invested in a brand, employees are more inclined to adhere to its rules and instructions to protect it. Burmann and Zeplin (2005) proposed the concept of brand citizenship behavior via the framework of corporate citizenship behavior to clarify what is expected of employees in terms of embodying the brand. According to this paradigm, employee behavior, encompassing external and internal organizational

activities, will promote the fulfillment of transactional Leadership. The brand endorsement and brand growth parts of BCB in this study are provided as empirical evidence of the beneficial effects of brand engagement on brand excitement and desire to expand further.

Similarly, claimed that staff members who are well-suited to their company are more likely to display good brand behavior, such as brand citizenship behavior. In their study, Lauver and Kristof-Brown (2001) claimed that greater employee brand fit results in greater employee BCB. Despite numerous researchers underlining the significance of Leadership in brand-building behavior, their studies predominantly focus on verifying the validity of leaders or leadership practices in internal branding without distinctly pinpointing and distinguishing the leadership style best suited to elucidating employees' brand behavior. Consequently, it is hypothesized that both transactional and transformational brand leadership could influence employees' transactional Leadership and behavior. Burmann and Zeplin emphasize the importance of Leadership in fostering employees' transactional Leadership and behavior (2005). The commitment-trust theory of relations, an important idea in understanding why people may stay in long-term relationships, such as those with businesses, is trust (Erkmen & Hancer, 2015). According to Helm et al. (2016), employees comfortable with their company are most likely to participate in constructive brand actions such as brand citizenship. Furthermore, according to Lauver and Kristof-Brown (2001), higher employee brand match results in higher employee BCB. Based on the above discussion, we can develop a hypothesis;

This study investigates the relationship between brand leadership, brand rewards, brand knowledge, and transactional Leadership. It was discovered that transactional Leadership, in general, had a strong relationship with brand understanding, Leadership, and incentives. The results of Burmann et al. (2008) agree with this one (1999). According to the results, more than brand awareness is needed to influence employee transactional leadership. The findings suggest that brand knowledge should be supported by exemplary behavior, which may raise the knowledge barrier. Hence, the present study could provide us with an understanding of the simultaneous effect of these predictors in explaining employees' transactional Leadership, which is being studied separately from previous research.

This study also provides empirical evidence that brand rewards are not remarkable in stimulating employees' transactional Leadership, but it is also significant in explaining brand-related behavior. According to factor analysis, the current study also shows that transactional Leadership comprises brand engagement and compliance. While previous research found that workers' transactional Leadership is a

unidimensional notion, the factor analysis's unique findings add to the body of information about this topic (Burmman et al., 2008). Transactional Leadership was discovered to have several aspects in this study.

A leader who practices transformational Leadership focuses on meeting the higher-order requirements of their team members. This leadership approach strongly emphasizes encouraging employees to express and adhere to the mission and vision of the leader. Leaders would establish goals encouraging employees to think creatively and innovatively while considering their unique needs and concerns. Conversely, transactional Leadership focuses more on boosting worker morale and enforcement by distributing desired incentives or unanticipated punishments. The leadership-member exchange study has taught us a lot about branding. Leadership influences transactional leadership and, consequently, brand-supportive behaviors, such as acting as a role model and consistently communicating the brand principles. After all, various discoveries are emphasized. After all, several findings focused on the interaction between workers and leaders during the internalization process rather than discussing the particular forms of Leadership that could affect such actions.

One of the most hotly debated themes in marketing is transactional Leadership, and experts in the field and academics concur that it offers several advantages. Strategic management also includes Brand Engagement as a critical element. In reality, businesses have emphasized cultivating and maintaining brand loyalty. Many articles have looked at how brand loyalty is impacted by consumer satisfaction. This investigation suggested that consumer loyalty and happiness both had a favorable effect on transactional Leadership. The dedication to support or continually buy a certain product is called brand loyalty. Many other matches perfectly of loyalty have been suggested in the literature, including overt evaluations and indirect methods such as the degree to which one will suggest the commodity to another. As a result, dedication was essential in creating brand loyalty for the commodity. When a customer appreciates the product or brand and is pleased with the partnership, he or she may show exceptional loyalty and commitment.

The association between transactional Leadership and BCB is the main subject of this research question. It was discovered that BCB and transactional leadership generally have a strong and beneficial association. Burmann et al. came to a similar conclusion (2008). Although helpful behavior, sportsmanship, self-brand development, and brand endorsement were all strongly positively correlated with brand engagement and brand compliance, the impact of brand engagement on BCB was shown to be greater. The statistics show that hotel workers are more likely to consistently participate in brand-supportive behavior, such as (1999), and they are more loyal to the brand. It makes sense that workers

must first carry out their fundamental responsibilities before being allowed to go above and beyond. They might participate in sportsmanship by fulfilling their fundamental responsibilities. To meet the needs and expectations of guests, it is highly typical in the hospitality business for personnel to go above and beyond their normal duties occasionally. For instance, hotel staff members may feel ashamed when customers say that their establishments don't offer decent rooms or amenities. Even if they had difficulty doing their everyday jobs and felt ashamed, highly devoted employees would not complain.

H3: Transactional brand leadership has a significant relationship with brand citizenship behavior."

H4: Transformational brand leadership has a significant relationship with brand citizenship behavior."

H5: transactional leadership has a significant impact on brand citizenship behavior."

H6: transactional leadership mediates the significant relationship between transformational leadership and brand citizenship behavior."

H7: transactional leadership mediates the significant relationship between transactional leadership and brand citizenship behavior."

2. Research Methodology

2.1. Research Design

The overall concept or structure used to characterize comprehensive research is well understood. The study's environment, namely descriptive exploratory or hypothesis testing, is included in exploring the research plan. A study brief intentionally challenges the hypothesis while focusing on the emergence of group differences by providing specifics on the environment of associations between variables. Yet hypothesis testing is preferable when the study aims to describe the invariance in the dependent variables.

The research's goal is to "explore the influence of Brand leadership styles on Brand citizenship behavior with the mediating function of transactional leadership." Customers and industry workers in Pakistan are among the population groups chosen for this project. Rahim Yar Khan City was chosen as the focus for this analysis, and information from all the departments that had experience being assessed and serving in the appraiser function was considered.

A questionnaire survey approach was employed to obtain primary data for the study. Two stages were taken in the data collection. The HR department and the consumer were handed the manual questionnaires in the initial phase, after which it was sent to various departments. The HR staff gathered the returned completed surveys. The initial stage of data collection took three weeks. The second step was carried out to finish the sample size. More private bank branches in the chosen region received the surveys at this stage. The responders could understand the simple language

employed in the questionnaire. English was used as the language of the questionnaire.

2.2. Research Instrument

In the investigation, already-in-use scales were utilized. An appendix to the study contains these items. That is a relatively short measurement scale. A closed questionnaire is also utilized in this survey study, which is a survey, to collect data from randomly chosen samples. A Likert five-point scale is used in the questionnaire.

Transformational leaders motivate and inspire followers to achieve. In transactional Leadership, the scale was adopted from Avolio and Bass (2004). Following Burmann et al. (2008), brand promise commitment consists of three main scopes: compliance, identification, and internalization. This section includes twenty key questions on employees' desire to participate in BCB taken directly from Burmann et al. (2008). The initiative addresses seven BCB characteristics: self-improvement, sportsmanship, brand endorsement, brand consideration, and brand passion.

2.3. Methods of Analysis

The techniques used in this study and the present research to describe the research issues range from descriptive statistics, reliability tests, correlation analyses, and advanced structural equation modeling (SEM). (SPSS) Windows 7 is utilized in the earliest stages of data analysis since it is the most appropriate and effective tool for analyzing the outcomes. The data was screened in an attempt. Data screening is the process of determining if the data is free of outliers, which are often dispersed, before it may be ready for usage. The next stage is to use (SEM) to establish (CFA) and validate the relationship between ethical Leadership and employee creativity, with psychological safety and intrinsic motivation acting as mediating factors. The structural equation modeling is a numerical tool that enables the analysis of simulations using dependent and independent variables, notably the evaluation of mediation constructs, which cannot be evaluated beforehand.

It is likely to model latent variables using many observed pointers when using structural equation modeling so that the relationships between the latent variables may be examined. We use the Statistical Package for Social Science and the (AMOS) software, which was carefully chosen on practical and hypothetical grounds. As a procedure perception, the Statistical package for social science is an in-built detailed situation. In this way, it can assist workers over a sequence of windows. In this way, AMOS includes a user-friendly explicit interface for figuring engine for

Structural equation modeling, the analysis of moment structure, and a Statistical package for social science, which is the most appropriate analysis (Hair et al., 2010). However, many scholars who consider the influence of ethical Leadership on employee creativity maintain the Analysis of the moment structure database. Similarly, the aforementioned hypothetical theories include the mediation role of intrinsic motivation and psychological safety.

2.4. Factor Analysis

Factor analysis is an appropriate statistical approach for analyzing tiny data sets with several major variables. The most accurate validity and reliability scales are created using this technique. Using this technique, you may identify the structure of the questionnaire by combining the variables based on correlation. Create variables by correlating things and using shared dimensions. We refer to these variables as factors. Before doing a factor analysis, it is crucial to determine if the sample size is responsive. For this purpose, we examine the data set's outliers, aberrations, and missing values. A crucial component of research is selecting an appropriate sample size. This study's sample size was 231 after removing 5 outliers, making it appropriate for factor analysis.

The preferred data set should be greater than 100 and not below 50. Variables must be highly associated with one another for this to occur; to determine whether this is the case, we look at the correlation matrix value, which indicates whether or not all variables are correlated. There are several methods available to examine or assess the correlation between variables. The Bartlett test should also be significant, and the Kaiser-Meyer value should be more than 0.6.

Every variable should retain at least three entries, and the factor's value should be more than 0.6. (very good). Comer and Lee's idea is a good one (1992). EFA was used to check the one-dimensionality of builds and eliminate hidden variables. The maximum likelihood estimates method and the main component factor inspection with ProMax pivot were used this way. Also, the attributes were grouped according to size, with tiny coefficients being suppressed up to an estimated 0.3. Every one of the 48 things for the seven suggested constructions of key interest was included in the underlying EFA. Seven retrieved elements were then analyzed using the significant part factor research, and ProMax pivot clarified 70.041% of the total change. Because it is above the cutoff value of 0.5 proposed by Hair et al., the KMO value obtained, calculated as a percentage of the sampling size, was 923. This result was considered noteworthy (2010). Also, the value of Bartlett's Test of Sphericity was very high. However, reviewing the pattern matrix reveals that some things placed an excessive strain on other factors.

Table 4.3: Exploratory Factor Analysis

	Components			
	1	2	3	4
TrL5	.924			
TrL4	.910			
TrL1	.823			
TrL3	.787			
CL2	.695			
TL3		.963		
TL2		.913		
TL1		.813		
TL4		.807		
BC2			.926	
BC1			.890	
BC3			.783	
BC4			.770	
BCB4				.898
BCB3				.882
BCB1				.804
BCB2				.747

2.5. KMO and Bartlett's Test

After removing certain items, the remaining 40 items across 7 factors displayed a coherent pattern matrix. Eigenvalues ranged from 13.935 to 1.717, all exceeding 1.0, indicating a cumulative percentage of the variance of 70.041%. The Kaiser-Meyer-Olkin (KMO) value stands at .923.

Table 4.4: KMO and Bartlett's Test

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Adequacy.	Measure of Sampling	.832	
Bartlett's Test of Sphericity	Approx. Chi-Square	3393.379	
	df	210	
	Sig.	.000	

Bartlett's Test of Sphericity value also demonstrated a substantial and positive relationship between the items. The fact that the components are suitably distinguishable is shown by the fact that the communalities for all items were truly high, ranging from 351 to 931. According to Table 4.14's final correlation matrix, which has values less than 0.7, all elements are significantly associated. Table 4.14 includes the average extracted variance (AVE) and maximum shared variance values. AVE has the following values: 0.653, 0.552, 0.662, and 0.488. All of the values of AVE in the accompanying table are lower than CR, as they should be for values of AVE. The values of MSV of POF, ER, OC & SWE are 0.241, 0.456, 0.362, and 0.456. All the values of MSV are less than those of AVE.

2.6. Reliability Test for the Variables

When the EFA is finished, 40 statements of the variables are subjected to the CFA. My study's independent and dependent variables were created as latent variables for the CFA. A stunning structural model

is made at AMOS to advance beyond the previous Pattern matrix's visioning and to build the composite & discriminant validity among the variables. GFI, AGFI, RMSEA, CFI, TLI, and NFI estimates are confirmed. To fulfil this expectation, all parameters must be verified. If they do not match the desired characteristics, the model display is further co-related, and the value is rechecked.

GFI has a value of .803. The AGFI value is .777. RMSEA has a value of .060. CFI, TLI, and NFI have the following values: .914, .908, .846. Chi-Square has a value of 1349.922. Table 4.15 displays each value individually. The measurement model of construction is shown in the figure below. The correlation between the independent and dependent variables is displayed. Arrows with only the head draw attention to the relationship between variables or their effects on one another. An examination of the model is done to get evaluations.

It is explained as the same characteristic of things that produce scales. It is also defined as consistency in outcomes when measuring the variables frequently.

The acceptable range for Cronbach's alpha is greater than 0.6. All of the study's variables fell within this extremely acceptable range, ranging from .882 to .936. The reliability analysis findings indicate that the variables' items have good stability. Table 4.4 provides the results values.

Table 4.4: Reliability

Variables	Cronbach's Alpha
TL	0.903
TL	0.909
BC	0.839
BCB	0.929

2.7. Correlation

Correlation determines the significant relationship between ECS, CL, RES, REL, and TECH variables. The Phantom model is used to examine the direct impacts of brand commitment on transformational Leadership without mediation, as seen in the table. Using the Phantom model, Fig. 4.5 illustrates the direct consequences of transformational Leadership on non-mediating transformational Leadership. So, Table 4.22 lists the values for Chi-square, GFI, AGFI, RMSEA, NFI, CFI, and TLI. The following values are listed: 671.751, .859, .833, .062, .882, .934, .927. Every value is inside the specified range.

2.8. Hypothesis Testing

The phantom model methodology is an excellent and practical tool for investigating, testing, and assessing self-assertive unique effects within the SEM structure. To employ the approach, customers must be able to use the SEM software's bootstrapping features to

actualize a latent variable model that refers to the particular impact or difference as an overall impact. It doesn't require the control of networks or intricate recipes, and it can be used for both recursive and non-recursive models, including display and inactive components. The strategy also considers the bootstrapping of confidence intervals. These features make the technique particularly suitable for connected analysts who may want to test and study certain effects that were previously remote due to the unpredictability of required tactics or due to restrictions of SEM programs.

Table 4.6: Correlation

		M_TrL	M_TL	M_BC	M_BCB
M_TrL	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	231			
M_TL	Pearson Correlation	-.034	1		
	Sig. (2-tailed)	.611			
	N	231	231		
M_BC	Pearson Correlation	-.035	-.072	1	
	Sig. (2-tailed)	.592	.279		
	N	231	231	231	
M_BCB	Pearson Correlation	.356**	-.028	-.124	1
	Sig. (2-tailed)	.000	.673	.060	
	N	231	231	231	231

**. Correlation is significant at the 0.01 level (2-tailed).

In this case, the Phantom model phantom construct is also of practical value in emphasising intricate constraints on parameters. Figure 4.4 presents the SR Phantom model with mediation effects. It shows the link between transactional and transformational Leadership and the mediating roles of organizational commitment and person-organization fit. The Chi-square with mediation has a value of 1141.742. The GFI, AGFI, and RMSEA values are 833, 811, and 51. The NFI, CFI, and TLI values are 870, 939, and 935, respectively. The goodness of fit is therefore attained. Table 4.21 provides all values.

Sr. No.	Path	B	S. E	P
1	BCB< --- TrL	0.253	0.058	0.000
2	BCB <---TL	0.005	0.065	0.962
3	BC<---TrL	0.141	0.075	0.044
4	BC<---TL	0.367	0.100	0.002

The Phantom model is used to examine the direct effects of BCB on TrL without mediation. Therefore, Table 4.22 provides the Chi-square, GFI, AGFI, RMSEA, NFI CFI, and TLI values. They are 671.751, 859, 833, 062, 882, 934, and 927. The entire range of values is present.

2.9. Mediation Bootstrapping

	Brand Citizenship Behavior				
transactional Leadership	Beta	S.E.	L.B.	U.B.	P-Value
Total Effect	0.084	0.037	0.034	0.160	0.002
Direct Effect	0.000	0.000	0.000	0.000	0.000
Indirect Effect	0.084	0.037	0.034	0.160	0.002

The conclusion of this chapter, which is based on the evidence, is now. Seven theories make up this research. Based on the findings, we state below which hypotheses are supported and which are not.

	Brand Citizenship Behavior				
transactional Leadership	Beta	S.E.	L.B.	U.B.	P-Value
Total Effect	0.001	0.022	-0.036	0.034	0.901
Direct Effect	0.000	0.000	0.000	0.000	0.000
Indirect Effect of Transformational Leadership	0.001	0.022	-0.036	0.034	0.901

	Brand Citizenship Behavior				
transactional Leadership	Beta	S.E.	L.B.	U.B.	P-Value
Total Effect	0.046	0.031	-0.119	-0.009	0.03
Direct Effect	0.000	0.000	0.000	0.000	0.000
Indirect Effect of Transactional Leadership	0.046	0.031	-0.119	-0.009	0.03

(= 0.253, $p = 0.002$) Transformational Leadership has a favorable effect on brand citizenship behavior. Transactional Leadership positively impacts brand citizenship behavior ($p = 0.002$, = 0.005). Brand citizenship behavior is positively impacted by transformational Leadership ($p = 0.044$, = 0.01). Brand citizenship behavior is positively impacted by transactional Leadership ($p = 0.367$, = 0.141). Brand citizenship behavior is significantly influenced by transactional Leadership ($p = 0.002$, = 0.084). Transactional Leadership mediates the substantial association between brand citizenship behavior and transformational Leadership ($p = 0.90$, < 0.001). The substantial association between transactional Leadership and brand citizenship activity is mediated by transactional Leadership ($p = 0.03$, = 0.046).

A collection of behaviors known as a transformational leadership style is intended to alter how employees view and anticipate the organization's goals and tactics. Leaders who practice transformational Leadership are renowned for boosting staff morale. "Leadership that offers freely to continuous learning and leverages shared vision to build deeper knowledge and appreciation of the organization's meaning and aim among its people" is what transformational Leadership is characterized as. Transformational leaders encourage innovation inside organizations and positively affect the commercial success of new products and services by inspiring motivation and intellectual curiosity.

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leverages shared vision to build deeper knowledge and appreciation of the organization's meaning and aim among its people" is what transformational Leadership is characterized as. Transformational leaders encourage innovation inside organizations and positively affect the commercial success of new products and services by inspiring motivation and intellectual curiosity. For example, by constantly expressing brand ideals, leadership affects transactional leadership and, as a result, brand-supportive behaviors. After all, several findings focused on the interaction between workers and leaders during the internalization process rather than discussing the particular forms of Leadership that could affect such actions.

According to factor analysis, the current study also shows that transactional Leadership comprises brand engagement and compliance. While previous research found that workers' transactional Leadership is a unidimensional notion, the factor analysis's unique findings add to the body of information about this topic (Burmam et al., 2008). Transactional Leadership was discovered to have several aspects in this study.

This investigation suggested that consumer loyalty and happiness both had a favorable effect on transactional Leadership. Brand loyalty is the promise to continually support or buy a certain product. Several measures of measuring loyalty, direct and indirect, such as the likelihood that one person will recommend a product to another, have been proposed in the literature. As a result, commitment was crucial to developing brand loyalty for the good. Consumers may exhibit loyalty and commitment when they value the brand or product and are happy with the collaboration.

Many partial mediations, notably those between transactional Leadership, helpful behavior, and self-brand development, confirm the findings of Burmann and Zeplin (2005). Brand involvement is a more effective mediator than brand compliance. As a result, if workers are already very engaged with the brand, some internal branding tactics, including transformational brand leadership, are useless.

5 | DISCUSSION

The study aims to ascertain how transactional and transformational Leadership affect brand citizenship practices. On BCB, the effects of transactional and transformative Leadership are considered. 500 retail customers served as the sample, which was representative. After the research, we found that the dependent and independent variables showed a strong positive relationship. Customers are devoted and show devotion to a brand when they strongly relate to BCB and its leadership style. Consequently, devoted consumers develop into highly satisfied clients with their brand. Leadership is the capacity to oversee service quality, increase customer satisfaction, and ultimately foster

loyalty. The standard of service will affect customer satisfaction, value, confidence, and loyalty, which are important for the long-standing survival of companies.

Limitation and Future Research

Despite the study's promising findings, its flaws should be considered cautiously. This cross-sectional study was limited to hotel employees in Punjab (1). (2). As a result, the findings of this study are only valid for a small group of people over a short period, and they may not be generalizable to a broader population in different situations. It is a good idea to have a backup plan in case the backup plan fails. The sample size was modest because of time and resource limitations, as well as the fact that many hotels declined to take part in the study. Because of the insufficient sample size, the researcher could not compare BC. Although using a random sample, the researcher did not completely distribute the questionnaires at random. The organization's representatives have dispersed the surveys. Based on the produced random list, the researcher had to assume that the questionnaires were dispersed at random among the employees. This approach was thought to be the best one for minimizing interruptions to company operations. To ensure random distribution, future researchers can consider distributing questionnaires personally. In the normality and linearity test, however, this study found that Randomization was not a problem.

Conclusion

In conclusion, this study added to the research that established a correlation between leadership strategies (such as brand engagement and BCB) and a company's dedication to its staff and BCBs. According to this study, BCB and brand leadership and engagement have much in common. Brand participation is also crucial, according to BBC. The mediation testing emphasized the significance of transactional leadership in the initial contact between BCB and BCB transformative leadership. The results align with the SORM, which acknowledges the impact of a mediating component between stimulus and reaction. Workers, in particular, have important positive interactions that support brand importance, brand delivery, transformational brand leadership, and other aspects of behavior and self-development. Transactional brand leadership, transformational brand leadership, and brand engagement all impact sportsmanship. Nevertheless, the link between transformative brand management and sports is the opposite. Transformational brand management should thus be used with caution to avoid encouraging followers to become more athletic. In the interim, transactional brand leadership and BCB impacted the brand's acceptance. These results demonstrated that different BCB characteristics demand

different management approaches (transformative and transactional). So, the management must carefully plan its brand investments to hit performance goals. For instance, if management wishes to support the growth of the company's employees, it is essential for transactional brand leadership styles and a sufficient program of brand rewards. While the impact of hotel management on patron brand satisfaction was not ignored, it was shown that just one measure of brand knowledge—employee brand information—was irrelevant in predicting brand involvement and BCBs. Also, achieving customer satisfaction is the primary goal of the market offering and a key component of the brand promise.

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Author Contributions

Solo author for submission.

Conflict of Interest Statement

No conflict of interest.

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