

## Original Article

# The Interplay of Personal Branding and Emotional Labor in Shaping Employee Engagement

Ega Leovani<sup>1</sup>✉, Florentinus Heru Ismadi<sup>2</sup>

<sup>1,2</sup>Universitas Katolik Musi Charitas, Palembang, South Sumatra, Indonesia

Correspondence Author: ega@ukmc.ac.id ✉

### Abstract:

Employee engagement remains a challenge in frontline service work characterized by high emotional demands. Drawing on Job Demands–Resources Theory, this study examines the relationships between personal branding, emotional labor, and employee engagement among beauty advisors in the cosmetics retail sector. A cross-sectional survey was conducted and analyzed using Partial Least Squares–Structural Equation Modeling (PLS-SEM). The results indicate that personal branding positively influences emotional labor, while emotional labor has a strong positive effect on employee engagement. Emotional labor was found to fully mediate the relationship between personal branding and employee engagement, highlighting emotional regulation as a key mechanism linking professional identity to engagement in frontline service roles. The findings contribute to engagement literature by positioning personal branding as a relevant personal resource and by demonstrating the supportive role of emotional labor in sustaining employee engagement.

**Keywords:** personal branding; emotional labor; employee engagement; frontline employees; JD–R Theory

### Introduction

Employee engagement has been widely recognized as a strategic determinant of organizational performance, employee retention, and service quality, particularly in service-oriented industries that rely heavily on direct employee customer interactions (Bakker & Demerouti, 2014; Manroop et al., 2024). However, global evidence indicates that employee engagement levels remain relatively low. Recent reports show that only around 21% of the global workforce can be categorized as engaged, while the majority fall into the categories of not engaged or actively disengaged, resulting in substantial productivity losses at the macroeconomic level (Gallup Consulting, 2024).

The challenge of maintaining employee engagement becomes more pronounced among frontline employees, especially in the retail sector. Frontline service roles are characterized by high work intensity, continuous customer interaction, performance pressure, and emotional demands, which collectively

Submitted	: 2 Januari 2026
Revised	: 14 Januari 2026
Acceptance	: 20 Januari 2026
Publish Online	: 24 Januari 2026

increase the risk of disengagement (Bryan Logan et al., 2024; Unily, 2025). In the cosmetics retail industry, beauty advisors are required not only to achieve sales targets but also to consistently display positive emotions, professional appearance, and persuasive communication during customer interactions, placing them in a psychologically demanding work environment.

Within this context, personal branding has been increasingly discussed as a personal resource that contributes to the development of professional identity, role clarity, and psychological meaningfulness at work (Chiang et al., 2018; Y. Zhao et al., 2021). A strong and internalized personal brand is associated with greater alignment between individual values and organizational expectations, which in turn may foster higher levels of employee engagement (Bakker et al., 2023; Sahu et al., 2018). Nevertheless, empirical observations in retail settings suggest that personal branding among beauty advisors often remains superficial and standardized, limiting its potential contribution to sustained engagement (Dewi et al., 2024; Setiani & Manurung, 2020).

At the same time, emotional labor represents a central feature of frontline service work. Emotional labor refers to the regulation of emotions to comply with organizational display rules during interpersonal interactions (Hochschild, 1979). Prior research has predominantly linked emotional labor particularly surface acting to negative outcomes such as emotional exhaustion, burnout, and turnover intention (Grandey, 2003; Hong & Lee, 2016; Nübold & Hülsheger, 2021). However, the role of emotional labor in shaping employee engagement remains underexplored, especially within the context of retail frontline employees, where emotional regulation is inseparable from daily service performance.

Drawing on Job Demands–Resources Theory, emotional labor can be conceptualized as a job demand that may either undermine or facilitate engagement, depending on the availability of personal and job-related resources (Bakker et al., 2023; Bakker & Demerouti, 2017). In this framework, personal branding may function as a personal resource that enables frontline employees to manage emotional demands more effectively and maintain psychological involvement in their work. Based on these considerations, the present study examines the relationships between personal branding, emotional labor, and employee engagement among beauty advisors in the cosmetics retail sector. By positioning emotional labor as a mediating mechanism, this study seeks to address a critical gap in the engagement literature and provide empirical insights into how identity-related resources and emotional regulation jointly shape employee engagement in frontline service work.

## Methods

A quantitative research design was employed to examine the relationships among personal branding, emotional labor, and employee engagement. The study adopted a cross-sectional survey approach, which is appropriate for testing theoretical relationships between latent constructs measured through self-reported data at a single point in time (J. Hair & Alamer, 2022). The proposed model was grounded in Job Demands–Resources Theory, which conceptualizes employee engagement as an outcome of the interaction between job demands and personal or job-related resources (Bakker & Demerouti, 2017).

The population of this study consisted of frontline retail employees working as beauty advisors in semi-modern cosmetics stores located in Palembang, Indonesia. Beauty advisors were selected as the unit of analysis because their work involves intensive customer interaction, emotional regulation, and performance pressure, making them particularly relevant for engagement research in service contexts (Unily, 2025).

A purposive sampling technique was applied with the following criteria: (1) respondents were actively employed as beauty advisors, (2) respondents had direct interaction with customers, and (3) respondents had a minimum tenure of three

months to ensure sufficient exposure to job demands and organizational expectations. This sampling approach is considered appropriate in behavioral research when access to a complete sampling frame is limited and specific occupational characteristics are required (Campbell et al., 2020).

Primary data were collected using a structured questionnaire distributed directly to respondents. Participation was voluntary, and confidentiality was assured to minimize social desirability bias and encourage honest responses. The questionnaire employed a five-point Likert scale ranging from 1 (“strongly disagree”) to 5 (“strongly agree”), which is commonly used in organizational behavior research to capture perceptual and attitudinal constructs (Neuman, 2014).

Data analysis was conducted using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the SmartPLS software. PLS-SEM was selected because it is suitable for predictive research, complex models involving mediation, and data that may not fully meet multivariate normality assumptions (J. F. Hair et al., 2019).

The measurement model was assessed by examining indicator reliability (outer loadings), internal consistency reliability (Cronbach’s alpha and composite reliability), convergent validity (Average Variance Extracted), and discriminant validity using the Fornell–Larcker criterion and Heterotrait–Monotrait ratio (J. F. Hair et al., 2019).

The structural model was evaluated by analyzing path coefficients, coefficient of determination ( $R^2$ ), effect size ( $f^2$ ), predictive relevance ( $Q^2$ ), and hypothesis testing using the bootstrapping procedure with 5,000 subsamples (Hair et al., 2022). Mediation analysis was performed to assess the indirect effect of personal branding on employee engagement through emotional labor, following established guidelines for mediation testing in PLS-SEM (X. Zhao et al., 2010).

## Results

### Measurement Model Evaluation

The measurement model was assessed to examine indicator reliability, internal consistency reliability, convergent validity, and discriminant validity. All constructs were specified as reflective.

Indicator reliability was assessed by examining outer loading values and their statistical significance. As reported in Table 1, all indicators exhibited outer loadings exceeding the recommended threshold of 0.70, with values ranging from 0.796 to 0.904. The bootstrapping results further confirmed that all loadings were statistically significant (t-values ranging from 15.544 to 58.629;  $p < 0.001$ ).

These results indicate that each indicator contributes substantially to its corresponding latent construct, suggesting a strong alignment between the observed variables and their theoretical dimensions. No indicator removal was required, as all items demonstrated satisfactory explanatory power.

**Table 1. Indicator Reliability (Outer Loadings)**

Construct	Indicator	Loading	t-value	p-value
Personal Branding	X11	0.843	22.831	0.000
	X110	0.817	31.511	0.000
	X12	0.873	38.108	0.000
	X13	0.817	20.921	0.000
	X14	0.826	19.271	0.000
	X15	0.866	33.822	0.000

<b>Construct</b>	<b>Indicator</b>	<b>Loading</b>	<b>t-value</b>	<b>p-value</b>
	X16	0.815	19.668	0.000
	X17	0.810	17.879	0.000
	X18	0.871	41.506	0.000
	X19	0.796	23.379	0.000
Emotional Labor	X21	0.863	39.597	0.000
	X22	0.886	48.788	0.000
	X23	0.861	34.721	0.000
	X24	0.857	36.745	0.000
	X25	0.791	17.953	0.000
	X26	0.802	18.819	0.000
	X27	0.860	35.557	0.000
	X28	0.873	40.021	0.000
	X29	0.850	30.614	0.000
Employee Engagement	Y1	0.810	25.720	0.000
	Y2	0.826	30.127	0.000
	Y3	0.857	38.589	0.000
	Y4	0.790	15.544	0.000
	Y5	0.904	58.629	0.000
	Y6	0.856	32.042	0.000
	Y7	0.873	35.154	0.000
	Y8	0.887	46.026	0.000
	Y			

**Source:** Author's analysis using SmartPLS 4.

Internal consistency reliability was assessed using Cronbach's alpha and composite reliability ( $\rho_a$  and  $\rho_c$ ), while convergent validity was evaluated through Average Variance Extracted (AVE). As shown in Table 2, all constructs exceeded the recommended thresholds for reliability ( $\alpha > 0.70$ ;  $CR > 0.70$ ) and convergent validity ( $AVE > 0.50$ ).

The high reliability coefficients indicate a strong internal consistency among indicators within each construct. Furthermore, AVE values ranging from 0.695 to 0.740 suggest that a substantial proportion of variance in the indicators is captured by their respective latent constructs rather than by measurement error.

**Table 2. Reliability and Convergent Validity**

Construct	Cronbach's Alpha	rho_a	Composite Reliability	AVE
Personal Branding	0.951	0.952	0.958	0.695
Emotional Labor	0.952	0.953	0.959	0.722
Employee Engagement	0.961	0.961	0.966	0.740

**Source:** Author's analysis using SmartPLS 4.

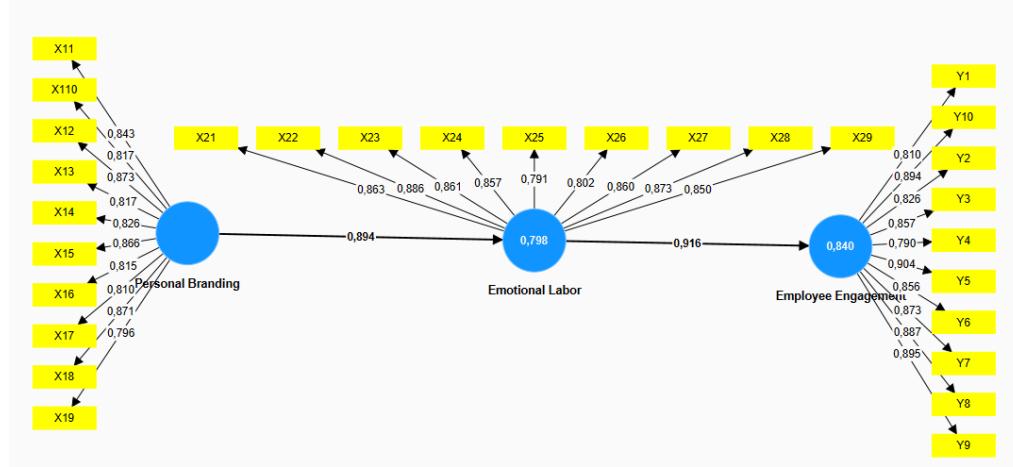
Discriminant validity was examined using the Fornell–Larcker criterion. As presented in Table 3, the square root of AVE for each construct was lower than the correlations with other constructs, particularly between emotional labor and employee engagement.

This finding indicates that discriminant validity was not fully established. The high correlations suggest a strong conceptual overlap among the constructs, which is theoretically plausible given the close psychological relationship between emotional regulation in service work and employee engagement. Rather than indicating a measurement deficiency, this pattern reflects the interconnected nature of the constructs within frontline service contexts, where emotional demands and engagement experiences are inherently intertwined.

**Table 3. Fornell–Larcker Criterion**

Construct	Personal Branding	Emotional Labor	Employee Engagement
Personal Branding	0.834	0.937	0.912
Emotional Labor	0.937	0.850	0.956
Employee Engagement	0.912	0.956	0.860

**Source:** Author's analysis using SmartPLS 4.

**Figure 1. Structural Model (PLS Algorithm)**

**Source:** Author's analysis using SmartPLS 4.

## Structural Model Evaluation

### Path Coefficients and Hypothesis Testing

The structural model was assessed using a bootstrapping procedure with 5,000 subsamples to evaluate the significance of the hypothesized relationships. The results are summarized in Table 4.

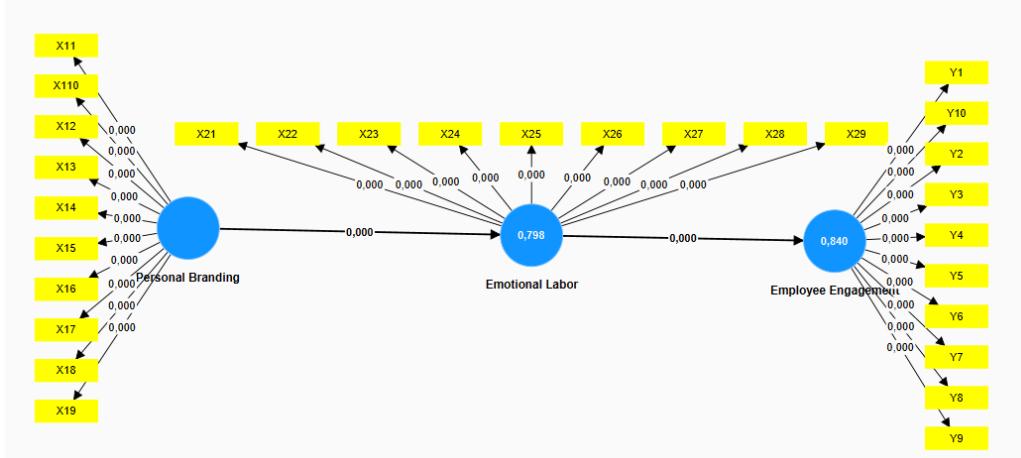
All proposed paths were positive and statistically significant ( $p < 0.001$ ). Personal branding demonstrated a strong positive effect on emotional labor ( $\beta = 0.894$ ), indicating that a stronger professional identity is associated with a higher capacity to manage emotional demands. Emotional labor also exerted a very strong positive influence on employee engagement ( $\beta = 0.916$ ), suggesting that effective emotional regulation plays a critical role in sustaining engagement among frontline employees. In addition, personal branding showed a significant direct effect on employee engagement ( $\beta = 0.819$ ), indicating that professional self-concept contributes to engagement beyond its indirect influence through emotional labor.

**Table 4. Path Coefficients and Hypothesis Testing**

Path	$\beta$	t-value	p-value	Result
Personal Branding → Emotional Labor	0.894	45.174	0.000	Supported
Emotional Labor → Employee Engagement	0.916	55.831	0.000	Supported
Personal Branding → Employee Engagement	0.819	30.691	0.000	Supported

**Source:** Author's analysis using SmartPLS 4.

**Figure 2. Structural Model (Bootstrapping)**



**Source:** Author's analysis using SmartPLS 4.

### **Coefficient of Determination ( $R^2$ )**

The explanatory power of the model was assessed using the coefficient of determination ( $R^2$ ). As shown in Table 6, personal branding accounted for 79.8% of the variance in emotional labor, while emotional labor explained 84.0% of the variance in employee engagement.

These values indicate substantial explanatory power, suggesting that the proposed model captures the core psychological mechanisms underlying emotional regulation and engagement among beauty advisors.

**Table 6. Coefficient of Determination**

<b>Endogenous Construct</b>	<b><math>R^2</math></b>	<b>Adjusted <math>R^2</math></b>
Emotional Labor	0.798	0.797
Employee Engagement	0.840	0.838

**Source:** Author's analysis using SmartPLS 4.

### **Effect Size ( $f^2$ )**

Effect size analysis was conducted to examine the relative contribution of each exogenous construct to the endogenous variables. As reported in Table 7, both relationships exhibited very large effect sizes ( $f^2 > 0.35$ ).

This finding indicates that personal branding plays a dominant role in shaping emotional labor, while emotional labor constitutes a central driver of employee engagement in the examined context.

**Table 7. Effect Size ( $f^2$ )**

<b>Relationship</b>	<b><math>f^2</math></b>	<b>Interpretation</b>
Personal Branding → Emotional Labor	3.961	Very large
Emotional Labor → Employee Engagement	5.231	Very large

**Source:** Author's analysis using SmartPLS 4.

### **Predictive Relevance ( $Q^2$ )**

Predictive relevance was assessed using the blindfolding procedure. As shown in Table 8,  $Q^2$  values for emotional labor and employee engagement were substantially greater than zero, indicating strong predictive relevance of the model. In contrast, personal branding, as an exogenous construct, did not exhibit predictive relevance, which is consistent with methodological expectations.

These results suggest that the model demonstrates robust out-of-sample predictive capability for key endogenous constructs.

**Table 8. Predictive Relevance (Q<sup>2</sup>)**

Construct	Q <sup>2</sup> (Redundancy)	Q <sup>2</sup> (Communality)
Personal Branding	0.000	0.611
Emotional Labor	0.569	0.646
Employee Engagement	0.622	0.675

**Source:** Author's analysis using SmartPLS 4.

The present study aimed to examine the relationships between personal branding, emotional labor, and employee engagement among beauty advisors in the cosmetics retail sector. The findings provide several important insights into the psychological mechanisms underlying engagement in frontline service work and extend existing engagement literature in meaningful ways.

The results indicate that personal branding exerts a strong positive influence on emotional labor. This finding suggests that when frontline employees develop a clearer and more internalized professional identity, they are better equipped to manage the emotional demands inherent in service interactions. From a theoretical perspective, this result aligns with Job Demands Resources (JD-R) Theory, which posits that personal resources such as self-concept, role clarity, and professional identity enhance individuals' capacity to cope with demanding job characteristics (Bakker et al., 2014).

In the context of beauty advisors, personal branding appears to function as a psychological anchor that provides meaning and coherence to emotional display rules. Rather than perceiving emotional regulation solely as an imposed organizational requirement, employees with stronger personal branding may interpret emotional labor as part of their professional role enactment. This interpretation reduces the perceived strain of emotional regulation and transforms emotional labor into a more manageable and purposeful activity. The finding extends prior research on personal branding, which has largely focused on career outcomes and employability, by demonstrating its relevance for daily emotional regulation in frontline service roles.

A key finding of this study is the exceptionally strong positive relationship between emotional labor and employee engagement. While emotional labor has often been associated with negative outcomes such as emotional exhaustion and burnout, the present results suggest that, within this context, emotional labor is positively linked to engagement (Manroop et al., 2024). This apparent divergence from parts of the emotional labor literature can be explained by considering the functional role of emotional regulation in service work.

In frontline retail settings, emotional expression is inseparable from task performance (Grandey, 2000). The ability to regulate emotions effectively may facilitate smoother interactions with customers, enhance perceived service competence, and reinforce a sense of accomplishment. As a result, emotional labor may contribute to engagement by supporting feelings of effectiveness, involvement, and absorption in work activities. This interpretation is consistent with JD-R Theory, which emphasizes that job demands do not necessarily undermine engagement when individuals possess sufficient personal or job-related resources to manage them.

The findings also suggest that emotional labor should not be treated as a uniformly detrimental construct. Instead, its impact on engagement appears contingent upon how emotional regulation is experienced and integrated into employees' professional identities. This nuance helps reconcile inconsistencies in prior studies that reported mixed relationships between emotional labor and engagement.

The mediation analysis revealed that emotional labor fully mediates the relationship between personal branding and employee engagement. This result highlights emotional labor as the central mechanism through which personal branding influences engagement in frontline service work. In other words, personal branding does not directly translate into engagement unless it is enacted through the regulation of emotions during daily work interactions.

This finding contributes to engagement research by clarifying the process through which identity-related resources operate. Personal branding enhances engagement not merely by shaping attitudes or self-perceptions, but by enabling employees to perform emotionally demanding tasks in a way that sustains psychological involvement. The mediation result also underscores the importance of examining behavioral and experiential mechanisms, rather than relying solely on direct effects between personal resources and engagement outcomes.

The lack of full discriminant validity between emotional labor and employee engagement warrants careful consideration. The high correlations observed between these constructs suggest a close conceptual relationship, particularly in frontline service contexts. Rather than indicating a measurement flaw, this overlap may reflect the empirical reality that emotional regulation and engagement are deeply intertwined in service roles where emotional expression constitutes a core component of job performance (Wang et al., 2021).

This finding supports calls in the literature to interpret discriminant validity results contextually, especially when constructs are theoretically related and operate at adjacent levels of psychological experience. In the present study, emotional labor captures the process of regulating emotions, while engagement reflects the motivational and affective state resulting from that process. Their strong association reinforces the argument that engagement among frontline employees cannot be fully understood without accounting for emotional regulation demands.

From a theoretical standpoint, this study extends JD-R Theory by positioning personal branding as a personal resource that shapes how emotional labor is experienced and how engagement is sustained in high-demand service roles. The findings also contribute to emotional labor research by demonstrating its potential positive role in fostering engagement when supported by identity-related resources.

Practically, the results suggest that organizations should move beyond viewing emotional labor solely as a compliance requirement. Interventions aimed at strengthening personal branding such as professional identity development, role clarification, and career-oriented training may help frontline employees manage emotional demands more effectively and remain engaged. In the cosmetics retail sector, where service quality and customer experience are critical, fostering engagement through identity-based resources may represent a more sustainable strategy than relying exclusively on performance targets and monitoring.

Overall, the findings underscore the importance of integrating identity-related resources and emotional regulation mechanisms in understanding employee engagement among frontline service workers. By demonstrating the mediating role of emotional labor, this study offers a more nuanced explanation of how personal branding contributes to engagement in emotionally demanding work environments.

## Conclusion

This study investigated the relationships between personal branding, emotional labor, and employee engagement among beauty advisors in the cosmetics retail sector using the Job Demands-Resources framework. The findings indicate that personal branding enhances employees' capacity to manage emotional demands, while emotional labor plays a central role in sustaining employee engagement in frontline service work. Emotional labor was found to fully mediate the relationship between personal branding and employee engagement, highlighting its function as the key mechanism through which professional identity translates into engagement.

The study contributes to engagement and emotional labor literature by positioning personal branding as a relevant personal resource and by demonstrating that emotional labor can support engagement when aligned with a strong professional identity. Practically, the findings suggest that organizations should focus not only on performance targets but also on initiatives that strengthen professional identity and emotional regulation capabilities among frontline employees.

## Suggestion

Several limitations should be acknowledged. The cross-sectional design restricts causal inference, and the reliance on self-reported data may introduce common method bias. In addition, emotional labor was examined as a unidimensional construct, limiting insights into the potentially distinct effects of surface acting and deep acting.

Future research is encouraged to adopt longitudinal designs, differentiate dimensions of emotional labor, and examine the model across diverse service sectors and cultural contexts. Such efforts would further clarify the dynamic and contextual nature of employee engagement in emotionally demanding work environments.

## References

Bakker, A. B., & Demerouti, E. (2014). Job Demands–Resources Theory. *Wellbeing*, 1–28. <https://doi.org/10.1002/9781118539415.WB WELL019>

Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. (2023). Job Demands–Resources Theory: Ten Years Later. *Annual Review of Organizational Psychology and Organizational Behavior*, 10(1), 25–53. <https://doi.org/10.1146/annurev-orgpsych-120920-053933>

Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2014). Burnout and work engagement: The JD–R approach. *Annual Review of Organizational Psychology and Organizational Behavior*, 1(2014), 389–411.

Bryan Logan, David Fuller, Nikola Jakic, & Jessica Wu. (2024). *How retailers can retain frontline workers* | McKinsey. [Https://Www.Mckinsey.Com/Industries/Retail/Our-Insights/How-Retailers-Can-Build-and-Retain-a-Strong-Frontline-Workforce-in-2024?utm\\_source=chatgpt.com](https://www.Mckinsey.Com/Industries/Retail/Our-Insights/How-Retailers-Can-Build-and-Retain-a-Strong-Frontline-Workforce-in-2024) [https://www.mckinsey.com/industries/retail/our-insights/how-retailers-can-build-and-retain-a-strong-frontline-workforce-in-2024?utm\\_source=chatgpt.com](https://www.mckinsey.com/industries/retail/our-insights/how-retailers-can-build-and-retain-a-strong-frontline-workforce-in-2024?utm_source=chatgpt.com)

Campbell, S., Greenwood, M., Prior, S., Shearer, T., Walkem, K., Young, S., Bywaters, D., & 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>

Chiang, W.-C., Sun, L., & Walkup, B. R. (2018). Business volatility and employee performance. *American Journal of Business*, 33(3), 96–119. <https://doi.org/10.1108/ajb-03-2018-0007>

Dewi, S. S., Iriani, N. I., & Agustim, W. (2024). Pengaruh Beauty Advisor terhadap Market Share Kosmetik Wardah Kota Malang. Fakultas Ekonomi Universitas Tribhuwana Tunggadewi.

Gallup Consulting. (2024). State of the Global Workplace. In *Employee Engagement Insights for Business Leaders Worldwide*.

Grandey, A. A. (2000). Emotion regulation in the workplace: a new way to conceptualize emotional labor. *Journal of Occupational Health Psychology*, 5(1), 95–110. <https://doi.org/10.1037/1076-8998.5.1.95>

Grandey, A. A. (2003). When “the show must go on”: Surface acting and deep acting as determinants of emotional exhaustion and peer-rated service delivery. *Academy of Management Journal*, 46(1), 86–96.

Hair, J., & Alamer, A. (2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) in second language and education research: Guidelines using an applied example. *Research Methods in Applied Linguistics*, 1(3), 100027. <https://doi.org/10.1016/j.rmal.2022.100027>

Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). Multivariate Data Analysis (Sixth Edition). In *Cengage Learning, EMEA* (Eighth Edi, Vol. 19, Issue 3). <https://doi.org/10.5117/2006.019.003.007>

Hochschild, A. R. (1979). Emotion Work, Feeling Rules, and Social Structure. *American Journal of Sociology*, 85(3), 551–575. <https://doi.org/10.1086/227049>

Hong, E., & Lee, Y. S. (2016). The mediating effect of emotional intelligence between emotional labour, job stress, burnout and nurses’ turnover intention. *International Journal of Nursing Practice*, 22(6), 625–632.

Manroop, L., Zheng, H., Malik, A., Milner, M., Schulz, E., & Banerji, K. (2024). Human resource management in times of crisis: Strategies for a post COVID-19 workplace. *Organizational Dynamics, March*, 101060. <https://doi.org/10.1016/j.orgdyn.2024.101060>

Neuman, W. L. (2014). *Social research methods: Qualitative and quantitative approaches* (Seventh Ed). Pearson.

Nübold, A., & Hülsheger, U. R. (2021). Personality states mediate the effect of a mindfulness intervention on employees' work outcomes: A randomized controlled trial. *European Journal of Personality*, 35(4), 646–664.

Sahu, S., Pathardikar, A., & Kumar, A. (2018). Transformational leadership and turnover: Mediating effects of employee engagement, employer branding, and psychological attachment. *Leadership & Organization Development Journal*, 39(1), 82–99.

Setiani, R. A., & Manurung, A. D. R. (2020). Work engagement as a mediator authentic personal branding and growth mindset on organizational citizenship behavior. *Dinasti International Journal of Education Management and Social Science*, 1(6), 2017–2019.

Unily. (2025). *Unlocking employee engagement for frontline workers*.

Wang, Z., Ren, S., Chadee, D., & Sun, C. (2021). The influence of exploitative leadership on hospitality employees' green innovative behavior: A moderated mediation model. *International Journal of Hospitality Management*, 99(January), 103058. <https://doi.org/10.1016/j.ijhm.2021.103058>

Zhao, X., Lynch Jr., J. G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and Truths about Mediation Analysis. *Journal of Consumer Research*, 37(2), 197–206. <https://doi.org/10.1086/651257>

Zhao, Y., Wang, H., Sun, D., Ma, D., Li, H., Li, Y., Zhang, X., Xie, Z., & Sun, J. (2021). Job Satisfaction, Resilience and Social Support in Relation to Nurses' Turnover Intention Based on the Theory of Planned Behaviour: A Structural Equation Modelling Approach. *International Journal of Nursing Practice*, 27(6). <https://doi.org/10.1111/ijn.12941>