EFFECT OF EMPLOYEE ENGAGEMENT ON MARKETING STRATEGY IN SERVICE FIRMS IN OGUN STATE - NIGERIA

Olanrewaju Kazeem Ogunsola[1*]
Kareem Abidemi Arikewuyo [2]
Claudius Sunday Popoola[3]
American University of Nigeria, Nigeria[1]*
Sikiru Adetona Collage of Education, Science & Technology, Ogun State Nigeria[2]
Southwestern University, Nigeria[3]
*kazeem.ogunsola@aun.edu.ng**

A R T I C L E I N F O

Article history:
Received: 26 February 2025
Revised: 13 June 2025
Accepted: 25 June 2025

Keywords:
Employee Engagement, Marketing Strategy, Employee Empowerment, Employee Advocacy, Employee Knowledge, Service Firms.

DOI: https://doi.org/10.33508/rima.v8i1.7277

A B S T R A C T

This paper examined the effect of employee engagement on marketing strategy amongst service firms in Ogun State, Nigeria. The targeted population for the study consists of marketing managers, HR heads, and senior managers. Building on Khan's (1990) theory of employee engagement, three dimensions - employee empowerment [Emp_E], employee advocacy [Emp_A], and employee knowledge [Emp_K] - were used to profile employee engagement. Cochran's (1997) finite sample size determination was adopted. Using a simple random technique, electronic closed-ended questionnaires were administered to solicit responses from 333 respondents. The line of best fit model was analyzed with standardized multiple regression analysis (SMRA). Findings revealed that the predictor constructs (Emp_E, Emp_A, and Emp_K) explained 72.9% of the outcome construct (Mkt_S) such that adjusted $R^2 = .729$, $F(3, 301) = 273.901$, $p < 0.001$. However, an independent analysis of the predictor constructs revealed that only Emp_E ($\beta_1 = .613$, $p < 0.001$) and Emp_K ($\beta_3 = .432$, $p < 0.001$) have a significant positive relationship with Mkt_S. Evidence shows that Emp_A ($\beta 2 = 0.089$, $p = 0.079$) has a positive relationship, but it does not make a statistically significant contribution to the marketing strategy. This insignificant contribution may be due to existing literature which argues that Emp_A is a form of organizational citizenship behaviour which is not directly called on or explicitly rewarded by organizations. Overall, since the regression line is statistically significant, this study submits that there is a significant positive relationship between employee engagement and marketing strategy. This study contributes in two ways. First, it expands Kahn's theory of employee engagement. Second, it informs marketing managers / HR heads on the importance of designing an inclusive employee growth-oriented program that will facilitate the successful implementation of the marketing strategy. The study recommends that service firms need a strong understanding of key drivers or underlying mechanisms that can facilitate advocacy behaviours in employees. This study used a cross-sectional data approach, which may have biased the results. Hence, the identification of future areas of research has been highlighted.

INTRODUCTION

Employee engagement has gained popularity among managers over the last two decades. Organizations employ various tools to stay competitive and enhance their performance. Although human resource or consulting firms are increasingly focusing on the concept of employee engagement, there is still a lack of academic research on the topic, particularly in developing nations. When properly managed and engaged, employees are regarded as the most valuable assets since they are human resources that competitors cannot replicate or mimic (Ali Amran, 2023). Thelen et al., (2022) note that employees are vital communication agents and assets, and they help organizations create their public relationships and reputation. Some researchers (e.g., Akingbola & Van Den Berg, 2019) view employee engagement as a multidimensional concept. Prior literature argues that employee engagement has a significant impact on innovation. (Mudannayake et al., 2024)customer service quality (Rabiul et al., 2022)and business performance (Ly, 2024). Ogunsola et al., (2020b) Note that employees are willing to give something of themselves for organizational progress, depending on their alignment, identification, and engagement with an organization.

Traditional marketing strategies have taken into account several key factors, including product differentiation and market segmentation. (Smith, 1956); skimming and penetration (Dean, 1951)6C model - customers, channels of distribution, competitors, company, culture, candidates for cooperation (Wind & Lilien, 1993); product, promotion, channel structure, price (Hong & Nguyen, 2020). However, with increased global competitiveness, organizations need to continually reinvent themselves by augmenting traditional marketing strategies to stay competitive and gain investors' confidence. (Ma & Gu, 2024). One such innovative way is employee engagement, which this study seeks to elaborate on. Existing studies explain that highly engaged employees tend to feel proud of their work, have close bonds with work colleagues, and may be less likely to quit (Mudannayake et al., 2024). Such organizations tend to experience increased business productivity and profitability (Alanazi et al., 2023), improved reputation (Keh et al., 2013), enhanced customer experience (Ly, 2024) and gain better insights on how to improve their competitiveness in the market (Adi, 2015). Reports show that employee engagement has proven to be a valuable source of how effective organizations can stay competitive (Ghani et al., 2023). Engaged employees become brand ambassadors, promoting the company and its products/services to customers, friends, family, and amplify marketing efforts (Saks, 2006).

Decline in productivity, lack of commitment, and reduced motivation have been found among disengaged employees. (Na-nan et al., 2021). In other studies, insider trading is common amongst firms that do not engage their employees (Osei et al., 2020), such that these employees easily sever the employee-employer trust and provide information to competitors. Some research notes that disengaged employees may become discontented and apathetic, which is likely to harm their marketing strategy (Oluwayemi et al., 2020). Marketing strategies are often the priority of top-level decision-makers, who pass them down the organizational chart for implementation. Research shows that firms that invest in practices that produce a high level of employee engagement enjoy significantly higher levels of success, such as customer satisfaction, delivered earnings to shareholders, lower employee turnover, higher return on assets, and so forth (Ghani et al., 2023). What has been overlooked is whether and to what extent employee engagement is linked to marketing strategy. In the literature, there seems to be a paucity of research on this phenomenon. The research of Alanazi et al., (2023) only examined the aspect of employee engagement and pharmaceutical care services, not marketing strategies. While several studies investigated employee engagement with other constructs, such as employee engagement and customer engagement [Qi 2023], employee engagement and burnout (Lee & Mao, 2022). In light of these research gaps, the current study aims to investigate the relationship between employee engagement and marketing strategy.

LITERATURE REVIEW

Employee Engagement

Employee engagement refers to the level of involvement and commitment that an employee has in their organization and its principles (Basar, 2024; Ogunsola et al., 2020a). Huang et al. (2022) note that it refers to the emotional, cognitive, and behavioural state of being fully involved and committed to one's work. Hence, it is an indicator of how employees feel about their work, coworkers, and company, which affects their eagerness to learn and succeed at work. Engagement is linked to three essential forces within the organization: productivity, profitability, and attrition (Ghani et al., 2023). An engaged worker fulfils their responsibilities, maintains focus and clarity, and contributes to the success of the organization (Alanazi et al., 2023). The organization seeks dedicated, honest, and devoted workers who can carry out their duties effectively and with clarity (Ogunsola et al., 2020a). Employee commitment, loyalty, productivity, and attrition rate are all directly impacted by employee engagement. This suggests that a company as a whole gains from having engaged, productive, devoted, and loyal workers (Ali & Anwar, 2021).

Kahn's (1990) original research suggested that engagement is the personal expression of self-in-role. Literature explains that people are considered engaged at work when they can express who they truly are and are prepared to put their personal energy into their profession (Huang et al., 2022; Ogunsola et al., 2020b). Okojie et al., (2024) note that employee engagement is a distinctive positive psychological state in its own right, comprising a range of affective, cognitive, and, sometimes, behavioural facets. Schaufeli et al., (2006) contend that a positive, contented frame of mind relating to work that is characterized by vigour, devotion, and absorption can be operationalized as employee engagement. In this context, vigour is defined as having a lot of energy and being mentally resilient while working. In this view, the employee may be considered emotionally, cognitively, and physically engaged (Huang et al., 2022).

Kahn (1990) posits that engagement theory is based on three psychological dimensions relating to employee engagement or disengagement in the workplace. These dimensions are meaningfulness (perception of worth an employee places on the organization and the job), psychological safety (perception of trust and support employee places on the work environment, colleagues, and processes), and psychological availability (the extent of self-awareness and confidence individuals are willing to express on the job). The theory states that information is shared between management and employees to involve them in decision-making, thereby improving employee performance. The theory emphasizes that management empowers employees through incentive programs such as training and development, vacations, study leave, and so on. These programs encourage and engage employees, hence reducing employee turnover (Na-nan et al., 2021).

Employee Empowerment

Employee empowerment refers to the degree to which employees are authorized or given the autonomy to make decision that align with firm`s marketing goals and objectives (Al Zeer et al., 2023). Hieu (2020) described employee empowerment as a managerial practice that encourages sharing knowledge, information, and power with subordinates. Quratulain et al., (2019) note that empowerment is conceptualized in two forms. They are *psychological empowerment* and *structural empowerment*. Zhang and Bartol (2010) refer to the former as the transfer of decision-making authority from the top to the lowest levels of organizational structure and establishing a more collaborative and empowering relationship between senior management and lower-level personnel. Fulford and Enz (1995) explain that the latter is a set of cognitions or psychological experiences that serve as a type of motivation by meeting the individual's demand for self-determination and self-efficacy beliefs.

Early researchers used other concepts such as ‘employee involvement’ or ‘employee participation’ or ‘participative management’ to describe employee empowerment (Cotton et al., 1988). Through empowerment, employees are motivated to put in selfless effort in the performance of their duties towards achieving the organizational set goals. Okochi and Ateke (2020) explain that employee empowerment is a human resource management philosophy anchored on three principles. These principles include enriching employees’ jobs, giving them power to exercise control on their job scope, and taking responsibility for outcomes of their efforts. Research reveals that empowerment increases intrinsic motivation which manifests in meaning (value of work goals), competence (self-efficacy), self-determination (autonomy in initiation and continuation of work behaviour), and impact (influence on work outcome) (Shukla et al., 2018). In essence, employee empowerment encompasses several managerial practices (e.g., sharing authority, resource accessibility, availability of information, and rewards) that influence employees’ cognitive responses (e.g., self-efficacy, motivation, job satisfaction), which in turn influence their performance or productivity (Alanazi et al., 2023).

Studies show that empowering employees produces a “win-win” situation for managers and employees in an organization (Chang & Liu, 2008). Summarily, the features of employee empowerment include autonomy, task delegation, decision-making, self-managed teams, and self-efficacy, among others. Empowerment gives workers a sense of autonomy, which in turn increases employee satisfaction and happiness. At work, they would be more relaxed as empowerment creates self-confidence and a sense of self-esteem for them (Emily et al., 2021). Jena & Nayak (2023) In their contribution, they argued that employee empowerment refers to the delegation of authority and responsibility from top management to lower-level employees in the organizational structure, particularly decision-making power. Through this act, just like the laissez-faire concept (Ogunsola et al., 2024)The usage of knowledge, talents, and skills is improved. This supports collaborative work. By implication, this will help to ensure that projects or tasks are implemented effectively for improvement.

Employee Advocacy

Employee advocacy refers to the extent to which employees are willing to recommend and promote the company's image to others (Men, 2014). Yeunjae and Kim (2020) defined employee advocacy as willingly publicizing positive information about their organization and defending it against criticism from the external public. Employee Advocacy is a powerful tool for building awareness and driving sales of the organization's products (Walden & Westerman, 2018). It refers to the transparency of the company's employee policy and the readiness to work in the best interests of employees. Employee advocacy also depends on how employees perceive managerial practices (Liu et al., 2021). Managers can foster greater employee advocacy by taking cognizance of employees’ grievances, shielding workers from discriminatory hiring or employment practices, treating them fairly, and making them feel like their contributions to the organization are significant (Ruck et al., 2017).

Kim and Rhee (2011) Rephrased employee advocacy as positive megaphoning, meaning employees' voluntary information sharing behaviours with people in their close or personal network, such as family members and friends. This implies that employees frequently operate as strong marketing ambassadors to an organization when they publish positive organizational-related material or even defend and promote their organizations or employers (Lee & Mao, 2022). Existing literature indicates that employee advocacy has been critically instrumental to organizational commitment (Yeh, 2014), corporate reputation (Walden & Westerman, 2018), job satisfaction (Liu et al., 2021), job embeddedness (Ghosh & Gurunathan, 2014), and employees' turnover intention (Ng et al., 2019).

In other studies, employee advocacy focuses on issues such as protecting employees from discriminatory workplace practices, safeguarding employees from harassment, examining employees' complaints, and treating employees in a proper manner (Kim & Rhee, 2011). Akgunduz et al., (2023) assert that these practices improve employees' good attitudes toward their employment and organizations. Organizations that support employee advocacy often benefit from their creativity, such that employees put more effort into accomplishing their duties and maintaining their efforts for a longer amount of time, even when faced with obstacles (Yeh, 2014). Researchers (e.g., Tsarenko et al., 2018) Note that employee advocacy behaviour creates opportunities for organizations to increase sales, drive organizational productivity and effectiveness, build and strengthen corporate reputation, and ultimately promote the success of the organization. Given these benefits, Thelen et al., (2022) likened employee advocacy as a form of human capital to gain a competitive advantage. Hence, marketing managers and HR heads may leverage advocacy to put their firms ahead of their competitors.

Employee Knowledge

Employee knowledge refers to the level of understanding and expertise that employees have regarding the firm`s production process, products, and services (Al-tit et al., 2022). Employee knowledge is generally referred to as the facts, information, and skills acquired by learning or instruction received (Tehseen et al., 2020). (2021) posit that employees with a high level of workplace expertise understand how to handle, respond to, and cope with potential internal and external workplace threats. The level of knowledge acquired by employees usually determines their degree of organizational performance (Chen et al., 2024). This, in turn, predicts organizational competitiveness. Research shows that highly knowledgeable employees will have an understanding of the firm`s SWOT position and how best to maximize organizational performance with this knowledge.

Employees knowledge is acquired from two sources (Pinto et al., 2023). The internal and external sources. The former includes company's documents, instructions manuals, and information from colleagues. The latter include competitor information, customer data, or market data. Mudannayake et al., (2024) argue that employee's knowledge enables them to innovate and develop the product or service enhances the business performance. Nawrocki and Jonek-Kowalska (2022) note that such knowledge can help to reduce production costs. Employee knowledge minimizes errors, repetitive activities, time and costs; consequently, increasing work performance. Liu et al., (2021) reiterate that acquiring knowledge may cause changes employees' attitudes or positive opinion shift towards the workplace. This can bring about positive organizational changes such improved external reputation, enhanced customer relationship, good team work, and so forth.

Employee knowledge can also be facilitated through knowledge sharing. Xu et al., (2023) assert that knowledge sharing is more than just the transfer of information from the knowledge provider to the recipient, the act in itself helps both parties to improve task performance. Though, often times, research shows that employees due to a reason or the other may choose to hide information (Connelly et al., 2019). In this regard, organizations can enhance employee knowledge through knowledge management. Sun et al., (2020) described knowledge management as the process of creating, disseminating, transferring, using and protecting existing and new knowledge. Knowledge management is the practice of continuously managing all knowledge and skills to predict present and future developmental needs in order to identify, explore existing knowledge, and create opportunities to acquire new knowledge (Castaneda & Toulson, 2013). This concept can be beneficial to marketing managers when forming marketing strategies, which in turn may put them a step ahead of their competitors. Through this act, firms can acquire, store, distribute, and disseminate knowledge for organizational operations (Al-tit et al., 2022).

Marketing Strategy

Organizations use a comprehensive program of marketing strategies to get a competitive edge and create synergy (Cacciolatti & Lee, 2016). Marketing strategies have been identified as been critical to the success of every firm (Corey, 2003). These strategies drive organizational performance (De-Hooge, 2024). Early researchers used concept like “marketing mix” for marketing strategy (Borden, 1986; Smith, 1956). Smith (1956) classified marketing strategy as product differentiation and market segmentation. According to Dean (1951) marketing strategy is about skimming and penetrating the market through price. A-6C marketing model was postulated by Wind and Lilien (1993). The model include strategies such as customers, channels of distribution, competitors, company, culture, candidates for cooperation. A-three dimension marketing strategy was developed by Özsomer and Prussia (2000) which include target market similarity, standardized marketing strategy, and centralized market structure. Borza and Borza (2014) identified product, price, promotion, and place as marketing strategies.

Hong and Nguyen (2020) defined marketing strategy has a distinct and valuable practices involving various types of operations. Brodrechtova (2008) explained that marketing strategy is a roadmap of how a firm assigns its resource, interacts with to its environment, and accomplishes corporate goals in order to create economic value that keeps the firm ahead of its rivals. Marketing strategies are proven to have a significant impact on the efficiency and cost structure of any firm (Rohm et al., 2017). Cacciolatti and Lee (2016) note that a clear marketing strategy should revolve around a company mission and vision statements. In the study by (2014), the company's mission and vision statement are referred to as valued propositions, which communicate to customers what the company stands for, how it operates, and why it deserves their attention.

Borza and Borza (2014) note that marketing is the process by which a business interacts creatively, productively, and profitably with the marketplace. A divergence from the traditional marketing strategy methods can be the inclusion of employees, known as employee engagement. Vipul and Srivastava (2015) explored the relationship between employee engagement, organizational performance, and reduced attrition.

Employee engagement was found to have a high correlation with corporate culture. This ultimately leads to more loyal personnel, lower attrition, and improved performance and productivity. Pratima and Bhagirathi (2016) found that engaged employees made a positive impact on organizational growth and development. Kotler (2011) wrote that meaningful rewards and employee recognition played a crucial role in the success of firm policies. Sarangal and Nargotra (2017) argue that organizations should look inward when making and implementing strategies for the organization.

Findings from the work reviewed so far indicate a consensus that there is a relationship between employee engagement and organizational outcomes. However, it was observed based on the literature reviewed that there are apparent gaps in most existing studies, as none of them have examined employee engagement in conjunction with marketing strategy. Hence, the objective of this study is to investigate the relationship between these constructs. This paper contributes to the existing body of knowledge by examining some internal marketing practices that may have a direct impact on the bottom line of service firms. Following the explanation, this leads to three hypotheses:

H1: There is a significant relationship between employee empowerment and marketing strategy
H2: There is a significant relationship between employee advocacy and marketing strategy.
H3: There is a significant relationship between employee knowledge and marketing strategy.

RESEARCH METHOD

Study Participants

A descriptive survey research design was used in this study. The service firms in Ogun State, Nigeria, formed the study population. According to Akpa et al. (2022), there are about 2500 registered service firms in Ogun State. The service firms include, but are not limited to, restaurants, hotels, financial institutions, and other similar establishments. In each firm, the marketing manager, HR head, or most senior officer was identified as a participant to respond to the study questionnaire. The questionnaire items aim to solicit responses to questions such as "Do you feel your contributions are valued and recognized?"

Sample Size

A random sampling technique was used to select firms to be included in the study. Cochran's (1977) finite method of determining sample size was adopted based on a 95% confidence level and a 5% margin of error. These thresholds resulted in 333 randomly selected service firms being selected as the sample size for this study.

Constructs measurement and scaling

The independent variable is employee engagement, which is a proxy for three dimensions. Each dimension is measured with 5 items respectively. The dimensions are employee empowerment, employee advocacy, and employee knowledge. The dependent variable is marketing strategy, which is measured with 5 items. Hence, the questionnaire contained four constructs and 20 items. A five-point Likert scale, with 1 denoting "strongly disagree" and 5 denoting "strongly agree," is used to measure all constructs.

Instrument and Data Collection

Data were collected between February and June 2024. An electronic, closed-ended questionnaire was administered to gather responses from the target population. Two research assistants were engaged during this period. Pre-survey meetings [physical/virtual] were held with marketing managers / HR heads / and senior officers in participating firms to inform them of the purpose of the survey. Responses were received appropriately after follow-up through emails and phone calls.

Statistical Analysis

The Statistical Package for Social Sciences (SPSS) data editor was used for both descriptive and inferential statistics analysis. Social demographic data was analyzed using percentages and tables, and the effect of employee engagement on marketing strategy in service firms in Ogun State, Nigeria, was analyzed using descriptive statistics, correlation, and multiple regression analysis (MRA).

RESULT AND DISCUSSION

Response rate

Only 316 responses were received from the expected 333 responses. From the received responses, 11 responses were rendered invalid due to straight line responses and incomplete data. Hence, only responses from 305 questionnaires were used. This resulted in a 91.59% usable response rate. The pre-survey meetings with marketing and senior management of participating companies, during which they were briefed on the survey's purpose, may have contributed to the high response rate. The meeting allowed them to request ample clarifications and obtain their consent prior to data collection.

Questionnaire items

Socio-demographic characteristics

Cross-tabulation was used to present the study's socio-demographic characteristics. Analyses, as shown in Table 1, confirmed that among female respondents, 199 males (65.2%) responded to the study questionnaire. This implies that more males than females have their job positions designated as marketing managers, HR heads, or senior managers in the participating firms.

Table 1: Cross-Tabulation
Respondents ' Socio-Demographic Characteristics

	Gender				Total	
	Male		Female			
	Count	%	Count	%	Count	%
Age						
30 – 35 years	27	8.9	10	3.3	37	12.1
36 – 45 years	84	27.5	44	14.4	128	42.0
46 – 50 years	45	14.8	38	12.5	83	27.2
Above 50 years	43	14.1	14	4.6	57	18.7
Education						
WAEC / NECO	48	15.7	35	11.5	87	27.2
HND / NCE / B.Sc.	95	31.1	28	9.2	123	40.3
Master	35	11.5	20	6.6	55	18.0
Ph.D.	21	6.9	23	7.5	44	14.4
Work Experience						
Below 2 years	10	3.3	7	2.3	17	5.6
2 – 5 years	47	15.4	25	8.2	72	23.6
6 – 10 years	42	13.8	35	11.5	77	25.2
Above 10 years	100	32.8	39	12.8	139	45.6
Marital Status						
Single	49	16.1	24	7.9	73	23.9

Married	133	43.6	77	25.2	210	68.9
Others	17	5.6	5	1.6	22	7.2
Total	**199**	**65.2**	**106**	**34.8**	**305**	**100**

Source: Field Survey (2004).

According to Table 1, 84 (27.5%) of the male respondents fall within the age range of 36 to 45. This indicates that marketing managers / HR heads mostly fall within this age group. Regarding educational background, 95 (31.1%) males hold HND, NCE, or B.Sc. degree certificates. This suggests that marketing managers / HR heads have the requisite qualifications to hold their respective positions. The participating firms have 100 (32.8%) males with work experience above 10 years. Additionally, it is evident that 133 (43.6%) males reported being married. By inference, males are predominantly more represented amongst marketing managers, HR heads, and senior managers. This may be consistent with African cultural values that give leeway to the social life of males over females (Fike, 2024).

Questionnaire Constructs (items)

The items on the questionnaire were evaluated to check for underlying statistical assumptions. The questionnaire items were found to be regularly distributed based on their descriptive statistics. The analysis was conducted using the listwise exclusion option in IBM SPSS software. As a result, situations with missing data were treated appropriately. Questionnaire items' skewness and kurtosis were within the acceptable threshold value of z = ±1.96 (Pallant, 2020). In Table 2, the Jarque-Bera probability value for normality of the data indicated that all the data are normally distributed, as the probability value for each is greater than the 0.05 level of significance. The correlation matrix showed that all independent variables had a statistically significant correlation with the dependent variable. For instance, Mkt_S and Emp_E (r = .8); Mkt_S and Emp_A (r = .4); Mkt_S and Emp_K (r = .7). It should be noted that bivariate correlation does not exist amongst the independent variables. Hence, normality and multicollinearity assumptions are met. From Table 2, the Cronbach Alpha for the questionnaire constructs are employee empowerment (α = 0.825), employee advocacy (α = 0.819), employee knowledge (α = 0.844), and marketing strategy (α = 0.901). These alpha values measure the internal reliability of each construct. According to Hair et al., (2019)Cronbach's Alpha should exceed 0.70. All constructs' alphas are above the expected threshold. These results indicate that the study variables exhibit sufficient internal consistency. According to existing research, high alpha values indicate excellent internal reliability (Cronbach, 1951). This means that each questionnaire item assessed what it was designed to measure. In theory, this supports further statistical analysis.

Table 2: Average Mean, Standard Deviations, and Reliability

Constructs	Items	Alpha (α)	Means	SD
Employee Engagement:				
Employee Empowerment	5	0.825	2.71	1.05
Employee Advocacy	5	0.819	3.16	0.92
Employee Knowledge	5	0.844	3.02	0.89
Marketing Strategy	5	0.901	3.06	0.91

Source: SPSS Output Table (2024).

Model Specification

Standardized Multiple Regression Analysis

Multiple regression analysis was employed because it enables a more comprehensive examination of the interrelationships among variables. Given the proposed hypotheses, the multiple regression model for this study is mathematically expressed as follows:

$$Y = b_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$
$$Mkt\_S = b_0 + \beta_1 Emp\_E + \beta_2 Emp\_A + \beta_3 Emp\_K + e$$

Where:
Y = Dependent variable, Marketing Strategy (Mkt_S)
b_0 = intercept on the Y axis
B_1 = Independent variable, Employee Empowerment (Emp_E)
B_2 = Independent variable, Employee Advocacy (Emp_A)
B_3 = Independent variable, Employee Knowledge (Emp_K)
e = Error term

The regression equation explains the line of best fit for the study's model specification. The model intends to examine the relationship between employee engagement [i.e., employee empowerment - Emp_E, employee advocacy - Emp_A, employee knowledge - Emp_K] and marketing strategy [Mkt_S]. The multiple regression results suggest that the predictor constructs (independent variables) explain 72.9% of the outcome construct (dependent variable), yielding an adjusted R-squared value of 0.729.

Table 3: The Estimation Model

Variables	Coeficient	t-statistic
Employee Empowerment	0.613	11.514***
Employee Advocacy	0.089	1.763*
Employee Knowledge	0.432	8.095***
Constanta	-0.913	-1.242

Legend: significant at * p<0.10; ** p<0.05; *** p<0.01. T-statistics are presented in parentheses.

As shown in the table, the collinearity diagnostic analysis revealed that Tolerance and VIF (Variance Inflation Factor) values fell within acceptable ranges. Pallant (2020) recommends that Tolerance value should not be less than 0.1 and VIF not be more than 10. This result suggests that there are no multicollinearity problems in the examined data. The Mahalanobis distance value was used to examine outliers. For a multiple regression equation with three independent variables, previous research recommends a critical value of 16.27; $P<0.001$ (Tabachnik & Fidell, 2013). In the present investigation, the highest MAH_1 value is 14.92. As a result, the data is free of known outliers.

Table 4: The ANOVA Result

Variables	Sum of squares	df	F-test
Regression	**4129.118**	**3**	**273.901*** **
Residual	**1512.547**	**301**	
Total	**5641.666**	**304**	

Legend: significant at * p<0.10; ** p<0.05; *** p<0.01. T-statistics are presented in parentheses.

To test the hypotheses, ANOVA results revealed that the expressed model as a whole is statistically significant. For example, Table 4 revealed an ANOVA value of $F(3, 301) = 273.901$, $p < 0.001$. An independent analysis of the predictor constructs, as shown in Table 3, revealed that both employee empowerment (Emp_E; $\beta 1 = 0.613$, $p < 0.001$) and employee knowledge (Emp_K; $\beta 3 = 0.432$, $p < 0.001$) significantly predicted marketing strategy (Mkt_S). Evidence further suggests that employee advocacy (Emp_A; $\beta 2 = 0.089$, $p = 0.079$) has a positive relationship but does not make a statistically significant contribution to marketing strategy. Table 3 shows that employee empowerment makes the most unique contribution to the dependent variable. The outcome revealed that employee empowerment explains a unique contribution of 11.8% of the variance in marketing strategy.

Decision Rule

Overall, there are positive relationships between the predictor and outcome variables. Since the regression model is statistically significant, with an adjusted R-squared value of 0.729, $F(3, 301) = 273.901$, $p < 0.001$, the model is statistically valid and supported. Hence, the null hypotheses are rejected while the alternative hypotheses [e.g., H_1, H_2, H_3] are accepted. This implies that employee engagement and marketing strategy are significantly positively correlated.

DISCUSSION

The results of the study showed that the marketing strategy in service firms in Ogun State, Nigeria, is positively and significantly influenced by employee engagement dimensions, including employee empowerment, employee advocacy, and employee knowledge. Each of these dimensions was found to have a positive and significant effect on marketing strategy, except for employee advocacy, which showed a positive but insignificant effect on marketing strategy. Liu et al. (2021) assert that one form of organizational citizenship behaviour is employee advocacy, which is not directly called on (Burmann, 2005) or explicitly rewarded by organizations, and claim that employee advocacy can be challenging to motivate and frequently extends beyond the official obligations of an employee's employment.

Akgunduz and Ceylin (2017) claimed that the relationship between the organization and its employees is built on the win-win principle. These prior submissions in the existing literature may have explained the reason employee advocacy, though positive, turns out to be insignificant in the context of marketing strategy in the current study.

Overall, the study's findings align with previous investigations. For example, Pratima and Bhagirathi (2016) A positive and significant relationship was found between employee engagement and marketing strategy. Similarly, Sarangal and Nargotra (2017) posit that employee engagement is a significant factor in marketing strategy performance. Huang et al., (2022) argue that for employees to perform at their utmost capacity, they should be engaged such that they are involved in self-managed teams, decision-making, task autonomy, task delegation, and so forth. This is because achieving organizational performance is often dependent on employees' positive attitudes in the workplace (Hong & Nguyen, 2020).

IMPLICATIONS/CONTRIBUTIONS

No one has greater potential to impact the bottom line of an organization than happy and engaged employees. Hence, this study contributes to the field in two ways. First, it builds on the theory of employee engagement (Kahn, 1990), which posits that employee willingness remains a vital resource input for the success of every firm. Second, it informs marketing managers and HR heads of the importance of designing an inclusive, employee growth-oriented program that facilitates the successful implementation of the marketing strategy. Employees are more likely to make significant contributions to their organizations when they have a positive relationship with their employers.

Limitations / Recommendations / Future Research

The study is cross-sectional. Thus, it may have biased the outcome of the study because the data was gathered once. Future research can investigate the variables in this study on a longitudinal basis to verify these study findings. Additionally, future studies can introduce moderators, such as gender and educational qualifications, to determine if differences exist between group means when investigating the relationship between employee engagement and marketing strategy. Despite these limitations, this study proposes that organizations encourage employee engagement in decision-making. This will have a positive cascade effect on firms' marketing strategy, enhance their image, attract more customers, improve sales, increase profits, and improve overall performance of the business. In the long-run, this creates competitive edge advantage for the firm when benchmarked with others in similar industry.

CONCLUSIONS

The study's findings indicate that to enhance marketing strategies in service firms in Ogun State, Nigeria, marketing managers must ensure that employees receive adequate attention when developing and implementing marketing strategies. The primary goal of employee engagement is to create awareness of a company, brand, an event, or solution to a problem; employee engagement plays a crucial role in the industry to inform, remind, and persuade consumers and build strong relationship with potential customers and retention of existing clients. With regards to employee advocacy that was found to be positive but not significant with marketing strategy, service firms require a thorough understanding of the key factors or underlying mechanisms that can encourage employee advocacy behaviours.

REFERENCES

Adi, A. N. (2015). Employee Engagement Construction in Newest Condition (During 2012-2014) Adoption to Achieve Competitiveness in Global Condition Combining with Technology Interaction and People. *Procedia - Social and Behavioral Sciences*, *211*, 2–9. https://doi.org/10.1016/j.sbspro.2015.11.002

Akgunduz, Y., & Ceylin, S. (2017). The effect of employee advocacy and perceived organizational support on job embeddedness and turnover intention in hotels. *Journal of Hospitality and Tourism Management*, *31*, 118–125. https://doi.org/10.1016/j.jhtm.2016.12.002

Akgunduz, Y., Turksoy, S. S., & Nisari, M. A. (2023). How leader–member exchange affects job embeddedness and job dedication through employee advocacy. *Journal of Hospitality and Tourism Insights*, *6*(2), 492-508.

Akingbola, K., & Van Den Berg, H. A. (2019). Antecedents, Consequences, and Context of Employee Engagement in Nonprofit Organizations. *Review of Public Personnel Administration*, *39*(1), 46–74.

Akpa, V. O., Shodunke, O. O., Makinde, O. G., & Nwankwere, I. A. (2022). Value Creation and Firm Innovativeness of Small and Medium-Sized Enterprises in Ogun State, Nigeria. *Journal of Strategic Management*, *7*(1), 22–37. https://doi.org/10.47672/jsm.1045

Al-tit, A. A., Al-ayed, S., Alhammadi, A., Hunitie, M., & Alsarayreh, Aktham Albassam, W. (2022). The Impact of Employee Development Practices on Human Capital and Social Capital : The

Mediating Contribution of Knowledge Management. *Journal of Open Innovation: Technology, Market, and Complexity*, *8*(4), 218. https://doi.org/10.3390/joitmc8040218

Al Zeer, I., Ajouz, M., & Salahat, M. (2023). Conceptual model of predicting employee performance through the mediating role of employee engagement and empowerment. *International Journal of Educational Management*, *37*(5), 986–1004.

Alanazi, S., Dekhaela, S., Obaidy, S., Mutairi, F., Majid, K., Mufrij, H., Altoub, A., Al Badali, H., Alshakrah, M., & Al Sufia, T. (2023). Assessment of employee engagement in pharmaceutical care service at King Abdulaziz Medical City – Central region (KAMC): A cross-sectional study. *Saudi Pharmaceutical Journal*, *31*(5), 765–772. https://doi.org/10.1016/j.jsps.2023.03.017

Ali Amran, A. A. (2023). The Effect of Diversity Management on Employee Engagement in the Manufacturing Sector. *IJDS*, *10*(2), 179–197. https://doi.org/10.21776/ub.ijds.2023.10.02.5

Ali, B. J., & Anwar, G. (2021). An Empirical Study of Employees' Motivation and its Influence on Job Satisfaction. *International Journal of Engineering, Business and Management*, *5*(2), 21–30. https://doi.org/10.22161/ijebm.5.2.3

Basar, D. (2024). The relationship between employee experience and employee engagement with the moderating role of positive affect in finance sector. *Borsa Istanbul Review*, *24*(May), 908–915.

Borden, N. H. (1986). Marketing management: Analysis, planning and control (second edition). *Journal of Marketing*, *37*(1), 110.

Borza, S. I., & Borza, I. C. (2014). A Broad Analysis of Marketing Strategies for their Incorporation as Activities in a User Centred Process. *Procedia Economics and Finance*, *16*(May), 239–250. https://doi.org/10.1016/S2212-5671(14)00797-7

Brodrechtova, Y. (2008). Determinants of export marketings trategies of forest products companies in the context of transition—the case of Slovakia. *Forest Policy and Economics*, *10*(7), 450–459.

Burmann, C. (2005). Building brand commitment: a behavioral approach to internal brand management. *Journal of Brand Management*, *12*(4), 279–300.

Cacciolatti, L., & Lee, S. H. (2016). Revisiting the relationship between marketing capabilities and firm performance: The moderating role of market orientation, marketing strategy and organisational power. *Journal of Business Research*, *69*(12), 5597–5610.

Castaneda, D., & Toulson, P. (2013). The value of human resources measurement in intellectual capital and knowledge sharing. *Journal of Knowledge Management*, *11*, 226–234.

Chang, L.-C., & Liu, C.-H. (2008). Employee empowerment, innovative behavior and job productivity of public health nurses: A cross-sectional questionnaire survey. *International Journal of Nursing Studies*, *45*(10), 1442–1448. https://doi.org/10.1016/j.ijnurstu.2007.12.006

Chen, Y., Hameed, A., Saher, L., & Wang, G. (2024). Feeling low: How social media influences employees ' knowledge hidings and innovative behavior. *Acta Psychologica*, *246*(March), 104261. https://doi.org/10.1016/j.actpsy.2024.104261

Cochran, W. G. (1977). *Sampling Techniques*. John Wiley & Sons.

Connelly, C. E., Cerne, M., Dysvik, A., & Skerlavaj, M. (2019). Understanding knowledge hiding in organizations. *Journal of Organizational Behavior*, *40*, 779–782.

Corey, R. (2003). *Marketing strategy – An overview*. Harvard Business Review.

Cotton, J. L., Vollrath, D. A., Froggatt, K. L., Lengnick-Hall, M. L., & Jennings, K. R.

(1988). Employee Participation: Diverse Forms and Different Outcomes. *Academy of Management Review*, *13*(1), 8–22. https://doi.org/10.2307/258351

Cronbach, L. J. (1951). Coefficient alpha and the internal structure of tests. *Psychometrika*, *16*(3), 297–334.

De-Hooge, I. E. (2024). Increasing the purchase intentions for suboptimal products: Comparing potential marketing strategies. *Food Quality and Preference*, *123*(September 2024), 105314. https://doi.org/10.1016/j.foodqual.2024.105314

Dean, J. (1951). Cyclical policy on the advertising appropriation. *Journal of Marketing*, *15*(3), 265–273.

Emily, M., Zhang, Y., Xu, F. Z., Wang, D., & Kim, M. S. (2021). Feeling empowered and doing good? A psychological mechanism of empowerment, self-esteem, perceived trust, and OCBs,. *Tourism Management*, *87*. https://doi.org/10.1016/j.tourman.2021.104356

Fike, R. (2024). *Economic Freedom and Gender Norms*. Fraser Institute.

Fulford, M. D., & Enz, C. A. (1995). The impact of empowerment on service employees. *Journal of Managerial Issues*, *7*(2), 161–175.

Ghani, B., Irfan, S. I., Yoo, S., & Han, H. (2023). Does employee engagement promote innovation ? The Facilitators of innovative workplace behavior via mediation and moderation. *Heliyon*, *9*(11), e21817. https://doi.org/10.1016/j.heliyon.2023.e21817

Ghosh, D., & Gurunathan, L. (2014). Linking perceived corporate social responsibility and intention to quit: the mediating role of job embeddedness. *Vision: The Journal of Business Perspective*, *18*(3), 175–183.

Hair, J. F. (Jr)., Black, W. C., Babin, B. J., & Anderson, R. E. (2019). *Multivariate data analysis* (8th ed.). Annabel Ainscow (Cengage).

Hieu, V. M. (2020). Employee empowerment and empowering leadership: A literature review. *Technium*, *2*(7), 20–28.

Hong, P. Van, & Nguyen, T. (2020). Factors affecting marketing strategy of logistics business – Case of. *The Asian Journal of Shipping and Logistics*, *36*(4), 212–222. https://doi.org/10.1016/j.ajsl.2020.03.004

Huang, S. Y. B., Huang, C., & Chang, T. (2022). A New Concept of Work Engagement Theory in Cognitive Engagement, Emotional Engagement, and Physical Engagement. *Frontiers in Psychology*, *12*(February), 1–5. https://doi.org/10.3389/fpsyg.2021.663440

Jena, L., & Nayak, U. (2023). Organizational career development and retention of millennial employees: role of job satisfaction, organizational engagement and employee empowerment. *International Journal of Organization Theory & Behavior*, *26*(12), 115–131.

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, *33*, 692–724. https://doi.org/10.5465/256287

Keh, H. T., Ren, R., Hill, S. R., & Li, X. (2013). The Beautiful, the Cheerful, and the Helpful: The Effects of Service Employee Attributes on Customer Satisfaction. *Psychology & Marketing*, *30*(3), 211–226. https://doi.org/10.1002/mar

Kharabsheh, R. A., Jarrar, K., & Simeonova, B. (2014). The impact of competitive strategies on responsive market orientation, proactive market orientation, learning orientation and organizational performance. *Journal of Strategic Marketing*, *23*(5), 423–435.

Kim, J. N., & Rhee, Y. (2011). Strategic thinking about employee communication behavior (ECB) in public relations: testing the models of megaphoning and scouting effects in Korea. *Journal of Public Relations Research*, *23*(3), 243–268.

Lee, T. W. J., & Mao, P.-S. S. (2022). When and why does competitive psychological climate affect employee engagement and burnout. *Journal of Vocational Behavior*, *1389*. https://doi.org/10.1016/j.jvb.2022.103810

Liu, Z., Guo, Y., Liao, J., Li, Y., & Wang, X. (2021). The effect of corporate social responsibility on employee advocacy behaviors: a perspective of conservation of resources. *Chinese Management Studies*, *February 2022*, 1750-614X. https://doi.org/10.1108/CMS-08-2020-0325

Ly, B. (2024). Asia Pacific Management Review Inclusion leadership and employee work engagement: The role of organizational commitment in Cambodian public organization. *Asia Pacific Management Review*, *29*(1), 44–52. https://doi.org/10.1016/j.apmrv.2023.06.003

Ma, X., & Gu, X. (2024). New marketing strategy model of E-commerce enterprises in the era of digital economy. *Heliyon*, *10*(8), e29038. https://doi.org/10.1016/j.heliyon.2024.e29038

Men, L. . (2014). Why leadership matters to internal communication: linking transformational leadership, symmetrical communication, and employee outcomes. *Journal of Public Relations Research*, *26*(3), 256–279.

Mudannayake, B., Bhanugopan, R., & Maley, J. F. (2024). Unlocking team excellence: The transformative power of work engagement, career commitment, and role innovation Amidst conflict. *Heliyon*, *10*(7), e27259. https://doi.org/10.1016/j.heliyon.2024.e27259

Na-nan, K., Kanthong, S., & Joungtrakul, J. (2021). An Empirical Study on the Model of Self-Efficacy and Organizational Citizenship Behavior Transmitted through Employee Engagement , Organizational Commitment and Job Satisfaction in the Thai Automobile Parts Manufacturing Industry. *Journal of Open Innovation: Technology, Market, and Complexity*, *7*(3), 170. https://doi.org/10.3390/joitmc7030170

Nawrocki, T. L., & Jonek-Kowalska, I. (2022). Is Innovation a Risky Business? A Comparative Analysis in High-Tech and Traditional Industries in Poland. *Journal of Open Innovation: Technology, Market, and Complexity Article*, *8*(155).

Ng, T. W., Yam, K. C., & Aguinis, H. (2019). Employee perceptions of corporate social responsibility: effects on pride, embeddedness, and turnover. *Personnel Psychology*, *72*(1), 107–137.

Ogunsola, O. K., Arikewuyo, K. A., & Okwegbe, V. E. (2024). Effect of Leadership Styles on Gen-Z Work Performance: An Empirical Analysis. *Asian Journal of Research in Business and Management*, *6*(1), 51–71. https://doi.org/10.55057/ajrbm.2024.6.1.5

Ogunsola, O. K., Fontaine, R. A., & Jan, M. T. (2020a). Impact of surface acting and deep acting techniques on teachers ' organizational commitment. *PSU Research Review*. https://doi.org/10.1108/PRR-10-2019-0031

Ogunsola, O. K., Fontaine, R. A., & Jan, M. T. (2020b). Relationship between teachers' emotional labour techniques and organizational commitment. The mediating role of spiritual intelligence. *Journal of Critical Reviews*, *7*(19), 7948–7965. https://doi.org/10.31838/jcr.07.19.899

Okochi, K., & Ateke, B. W. (2020). Employee Empowerment: A Strategy for Optimizing Employee Performance. *Nigerian Business and Social Review*, *11*(2).

Okojie, G., Alam, A. S. A. F., Begum, H., Ismail, R. I., & Sadik-zada, E. R. (2024). Social support as a mediator between selected trait engagement and employee engagement. *Social Sciences & Humanities Open*, *10*(July), 101080. https://doi.org/10.1016/j.ssaho.2024.101080

Oluwayemi, O. B., Akpor-Robaro, M. O. ., & Oghenetega, G. (2020). Employee's Involvement in Decision Making and Organisational Performance: A Study of some Selected Banks in Nigeria. *International Journal of Intellectual Discourse*, *3*(1), 453–470.

Osei, H. V., Asiedu-appiah, F., & Amoah, P. A. A. (2020). The fish rots from the head down: a test of the trickle-down model of abusive supervision. *Organization Management Journal*, *October*. https://doi.org/10.1108/OMJ-11-2018-0635

Özsomer, A., & Prussia, G. E. (2000). Competing perspectives in international marketing strategy: Contingency and process models. *Journal of International Marketing*, *8*(1), 27–50.

Pallant, J. (2020). *SPSS survival manual: A step-by-step guide to data analysis using IBM SPSS* (7th ed.). Open University Press.

Pinto, H., Guerreiro, J. A., & Fernández-Esquinas, M. (2023). Sources of knowledge in the firm: a review on influential , internal and contextual factors in innovation dynamics. In *SN Business & Economics* (Vol. 3, Issue 57). Springer International Publishing. https://doi.org/10.1007/s43546-023-00430-7

Pratima, S., & Bhagirathi, N. (2016). Employee Engagement and Its Impact on Organizational Success – A Study in Manufacturing Company, India. *IOSR Journal of Business and Management*, *18*(4), 52–57.

Quratulain, S., Al-hawari, M. A., & Bani-Melhem, S. (2019). Perceived organizational customer orientation and frontline employees' innovative behaviors: exploring the role of empowerment and supervisory fairness. *European Journal of Innovation Management*. https://doi.org/10.1108/EJIM-08-2019-0233

Rabiul, K., Promsivapallop, P., Al-Karim, R., Islam, A., & Patwary, A. K. (2022). Fostering quality customer service during Covid-19: The role of managers' oral language, employee work engagement, and employee resilience. *Journal of Hospitality and Tourism Management*, *53*(March), 50–60. https://doi.org/10.1016/j.jhtm.2022.09.002

Rohm, H., Oostindjer, M., Aschemann-Witzel, J Symmank, C., Almli, V. L., De-Hooge, I. E., Normann, A., & Karatininis, K. (2017). Consumers in a sustainable food supply chain (COSUS): Understanding consumer behavior to encourage food waste reduction. *Food*, *6*, 104–125. https://doi.org/10.3390/foods6120104

Ruck, K., Welch, M., & Menara, B. (2017). Employee voice: an antecedent to organisational engagement. *Public Relations Review*, *43*(5), 904–914.

Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, *21*(7), 600–619.

Sarangal, R. K., & Nargotra, M. (2017). Internal marketing, employee job satisfaction and employee engagement: A case of J & K Bank. *Pacific Business Review International*, *10*(4).

Sas, M., Reniers, G., Ponnet, K., & Hardyns, W. (2021). The impact of training sessions on physical security awareness: Measuring employees' knowledge, attitude and self-reported behaviour. *Safety Science -, 144*. https://doi.org/10.1016/J.SSCI.2021.105447

Schaufeli, W. ., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: a cross-national study. *Educational and Psychological Measurement*, *66*(4), 701–716.

Shukla, A., Shailendra, S., Himanshu, R., & Abhijit, B. (2018). Employee empowerment leading to flexible role orientation: A disposition-based contingency framework. *IIMB Management Review*, *30*(4), 330–342. https://doi.org/10.1016/j.iimb.2018.08.002

Smith, W. R. (1956). Product differentiation and market segmentation as alternative marketing strategies. *Journal of Marketing*, *21*(1), 3–8.

Sun, Y., Liu, J., & Ding, Y. (2020). Analysis of the relationship between open innovation, knowledge management capability and dual innovation. *Technol. Anal. Strategic Management*, *32*, 15–28.

Tabachnik, B. ., & Fidell, L. . (2013). *Using multivariate statistics (6th edn). Boston: Pearson Education*. Pearson Education.

Tehseen, S., Khalid, S., Rather, R. A., Qureshi, Z. H., & Al Halbusi, H. (2020). HRM practices for knowledge management and retail firm's performances: A comparative study among Malay and Chinese firms. *International Journal of Entrepreneurship*, *24*, 1–7.

Thelen, P. D., Yue, C. A., & Verghese, A. K. (2022). Increasing employee advocacy through supervisor motivating language: The mediating role of psychological conditions. *Public Relations Review*, *48*(5), 102253. https://doi.org/10.1016/j.pubrev.2022.102253

Tsarenko, Y., Leo, C., & Tse, H. H. M. (2018). When and why do social resources influence employee advocacy? The role of personal investment and perceived recognition. *Journal of Business Research*, *82*, 260–268.

Vipul, S., & Srivastava, R. K. (2015). Impact of employee engagement on employee Performance: case of manufacturing sectors. *International Journal of Management Research and Business Strategy*, *4*(2).

Walden, J. A., & Westerman, C. Y. (2018). Strengthening the tie: creating exchange relationships that encourage employee advocacy as an organizational citizenship behavior. *Management Communication Quarterly*, *32*(4), 593–611.

Wind, Y., & Lilien, G. (1993). *Handbook in operation research and management science*. Elsevier Science Publishers B.V.

Xu, G., Huang, Y., & Huang, S. S. (2023). Informational justice and employee knowledge hiding behaviours: Mediation of organizational identification and moderation of justice sensitivity. *Heliyon*, *9*(4), e14697. https://doi.org/10.1016/j.heliyon.2023.e14697

Yeh, Y. P. (2014). Exploring the impacts of employee advocacy on job satisfaction and organizational commitment: case of Taiwanese airlines. *Journal of Air Transport Management*, *36*, 94–100.

Yeunjae, L., & Kim, K. H. (2020). Enhancing employee advocacy on social media: the value of internal relationship management approach. *Corporate Communications: An International Journa*. https://doi.org/10.1108/CCIJ-05-2020-0088

Zhang, X., & Bartol, K. M. (2010). Linking empowering leadership and employee creativity: the influence of psychological empowerment, intrinsic motivation, and creative process engagement. *Academy of Management Journal*, *53*(1), 107–128.