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Strategies for Increasing Employee Engagement in Media Organizations

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2023

Abstract

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by

Mercedeez Byrd

MS, Full Sail University, 2019

BS, Spelman College, 2018

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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May 2023

Abstract

Employee engagement is crucial for the success of any organization, and disengaged employees can reduce productivity and increase costs. Media leaders are concerned with the negative impact that employee disengagement can have on firms' profitability and competitiveness. Grounded in Herzberg's two-factor theory, the purpose of this qualitative multiple-case study was to explore strategies leaders use to increase employee engagement in media organizations. Participants comprised five leaders within media organizations with a local presence in Georgia who successfully implemented strategies to increase employee engagement. Data were collected through semistructured interviews and a review of online and public platforms. Data were analyzed using Yin's five-step method, resulting in three themes: communication, employee involvement, and employee training and development. A key recommendation for media organization leaders is to incorporate face-to-face or one-on-one communication. The implications for positive social change include the potential to improve job satisfaction and increase employee productivity.

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Dedication

To my loving husband, who has been my rock, better half, confidant, and best friend. Your unwavering love, support, and encouragement have been a crucial part of my journey, and I am forever grateful for the sacrifices you have made to make this dream a reality. Your belief in me has been my driving force, and your constant support has been my anchor in the stormiest of seas. Your love and laughter have been my source of joy, and I am blessed to have you by my side. This dissertation is dedicated to you, my beloved husband, as a testament to the love and support you have given me. Your influence on my life will always be a guiding light. Thank you for being my life partner and a constant source of inspiration. I love you.

To my precious children, who have brought joy, laughter, and purpose to my life. Your innocence, curiosity, and boundless energy have inspired and motivated me to strive for excellence. Your unwavering trust and unconditional love have been my source of strength, and I am grateful for every moment I get to spend with you. This dissertation is dedicated to you as a testament to my sacrifices and the lengths I am willing to go to provide you with a better life and a brighter future. May you always know how deeply you are loved and how proud I am of the individuals you are becoming. You are the light of my life, and I will always be here to guide and support you, no matter what the future may bring. I love you.

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First and foremost, I want to thank Lord Jesus Christ for guiding me on my journey as I obtained my doctoral degree. I will continue to give Him the praise and the glory as HE genuinely gave me the understanding and purpose to strive to overcome obstacles. To my beloved family, who have always been my source of inspiration, support, and strength. To my parents, who have instilled in me a love for learning and a never-ending pursuit of knowledge. I am forever grateful for the sacrifices you all have made to give me the best life possible. I want to express my deep gratitude to my younger siblings, who are the future of our family and our world. Thank you. I want to express my appreciation to my mentor and chair, Dr. Michael Campo, who has provided invaluable guidance and support throughout my studies and the creation of this dissertation. Thank you for your encouragement and support during the most challenging moments of my journey. With great respect and appreciation, I dedicate this dissertation to you, my mentor and chair. Thank you.

I also want to thank Dr. Ronald Black, my second committee member, and Dr. Tim Truitt, my University Research Reviewer, for refining my study with your great feedback. I am honored to have had you both as my guides, and I will never forget your contributions with fondness and respect. I want to thank my teacher, Dr. Franz Michael Gottleib, who has been instrumental in my journey in academia. Your tireless efforts to challenge and inspire me have profoundly impacted my academic and professional growth. I am grateful for your time and attention to my success. Thank you.

Table of Contents

ii

List of Tables

Section 1: Foundation of the Study

Since the early 1990s, there has been growing interest in employee engagement among business leaders (Bakker & Albrecht, 2018). Finding ways to engage employees is a significant apprehension for many business leaders (Pradhan et al., 2019). Therefore, leaders should learn and understand the strategies necessary to increase employee engagement because their organizations tend to lose an estimated $23 billion annually due to employee turnover caused by leader mismanagement (Pradhan et al., 2019). Leaders within organizations are less likely to achieve strategic objectives with disengaged employees; consequently, implementing effective employee engagement strategies is vital to organizational achievement and sustainability.

Background of the Problem

Employee engagement tends to directly affect the existence and maintenance of a business through employee retention, productivity, and loyalty (Sahni, 2021). When engaged employees feel connected to their organization, they tend to have a high productivity level, higher citizenship behavior, and overall high job performance (Sahni, 2021). Employees' high level of engagement tends to create an atmosphere of dedicated and absorbent positivity (Sahni, 2021). On the other hand, disengaged employees tend to possess negative attitudes and actions toward their work and overall organization, including slow productivity levels, lack of interest, and prolonged distractions (Lai et al., 2020). Media organization leaders and managers tend to face the challenge of high turnover rates due to the need for strategies to remedy employee engagement problems (Lai et al., 2020).

An estimated 32% of full- and part-time employees are engaged within their organizations, while 17% tend to actively disengage (Harter, 2022). The ratio of engaged to actively disengaged employees has dropped to 1.9 to 1 in 2022 from 2.7 to 1 in 2019 (Harter, 2022). The decrease in employee engagement has been linked to increased workloads, longer working hours, and poor working conditions (Harter, 2022). An organization's lack of safety protocols, security procedures, poor organizational support, and rigid rules could lead to employee disengagement and high turnover rates (Saks, 2022). U.S. companies tend to lose about $2,000 in revenue per disengaged employee, which is estimated to total about $300 billion annually (McDade, 2022). This loss of $2,000 per disengaged employee is a cost for companies that continues to rise. Organizational leaders should look at their talent pool to see what employees are left and the cost breakdown of training new employees to turn a profit (McDade, 2022). New employees need to be interviewed, trained, and hired to replace the disengaged employees, which results in lost time and productivity (Liao et al., 2022)

To maintain engaged employees, leaders of organizations should use strategic planning and development to prepare the company to withstand and overcome industry competition (Harter, 2022). Within their current organization and job position, employees have reported an 8% decline in their overall percentage of satisfaction (Harter, 2022). Employee engagement levels can decline due to unclear job expectations, lack of materials and equipment, and lack of relationships or connections to the organization (Kabeyi, 2019). Actively disengaged employees are often dissatisfied and disloyal when their workplace needs are unmet (Satata, 2021). Additional research is needed concerning

how leaders can influence employee engagement with engagement strategies, such as personal development training opportunities and open communication. New research can aid in developing strategies to increase employee engagement in the media industry.

Problem and Purpose

Organizations with an engaged workforce tend to outperform companies with disengaged or nonengaged employees (Hisel, 2020). Disengaged and nonengaged employees can cause increased employee turnover (Hisel, 2020). An estimated 50% of companies worldwide need help to maintain their best employees (Santhanam & Srinivas, 2019). An estimated $23 billion is lost annually due to employee turnover caused by leader mismanagement (Pradhan et al., 2019). The general business problem was that low employee engagement may negatively affect organizational performance and sustainability. The specific business problem was that some leaders in media organizations lack strategies to increase employee engagement.

The purpose of this qualitative multiple-case study was to explore strategies leaders in media organizations use to increase employee engagement. The target population consisted of five leaders within media organizations with a local presence in Georgia who successfully implemented strategies to increase employee engagement. The implications for positive social change include a work environment and a leader conducive to employee engagement. By exploring flexible work arrangements, supportive policies, and programs that cater to the needs of employees with personal commitments, the study can provide insights on how media leaders can create a conducive work environment for individuals with diverse family structures. Employee

engagement could result in improved economic and social conditions, greater self-efficacy, and reduced local unemployment. Engaged employees tend to have high energy levels at work along with mental resilience even when facing difficulties (Gao et al., 2020). For example, by implementing the findings and recommendations from this study, media leaders can create a work culture that values and supports employees, leading to higher job satisfaction. When employees feel appreciated, have a sense of belonging, and are given opportunities to contribute their ideas and skills, they are more likely to experience job satisfaction. This, in turn, can lead to increased productivity as satisfied employees are often more engaged, motivated, and committed to their work. Engaged employees can help organizations create positive social reputations because they can invest higher amounts of energy into their jobs and/or exert strength on behalf of their organization (Mostafa et al., 2021). Positive social changes could result in organizational and community improvement. The study has the potential to contribute to positive social changes through improved job satisfaction and increased productivity among employees by identifying and recommending strategies that enhance employee engagement, foster a positive work culture, and support work-life balance. By implementing these strategies, media leaders can create an environment where employees feel valued, motivated, and empowered, leading to positive outcomes for both the employees and the organization.

Population and Sampling

The participants in this study were five top leaders from different media organizations located in Georgia who had implemented successful strategies to increase employee engagement within the workplace. Each of the five participants completed a

consent form agreeing to take part in a recorded interview. A small sample size tends to satisfactorily address the research question while permitting the researcher to gather relevant data for their study (Hennink & Kaiser, 2022). A small sample size could be essential in a case study when the conceptual framework is well-defined and brief (Yin, 2018). A sample size of five to 45 is satisfactory for accomplishing information absorption in a study (Hennink & Kaiser, 2022). Data saturation can be challenging to achieve because of specific limitations researchers combat while conducting a research study (Hennink & Kaiser, 2022). Purposeful data collection should yield data saturation in a representation of participants (Hennink & Kaiser, 2022). I used multiple data sources, such as in-depth interviews, online platforms such as Google and LinkedIn, to ensure data saturation.

Nature of the Study

I considered the three research methods (i.e., qualitative, quantitative, and mixed methods) before choosing a qualitative approach for this study. The qualitative method was appropriate for this study because this approach is used to understand processes, practices, and the significance behind things in the expectations of finding a solution (see Yin, 2018). A qualitative study focuses on understanding the origin of a problem and yielding complete evidence, which enables the researchers to gain depth and coverage (Headley & Plano Clark, 2020). The mixed-method approach can enhance insight into the subject matter by providing a more inclusive representation of research questions, which was inappropriate for the study (see Ngulube & Ukwoma, 2021). A mixed-method approach combines qualitative and quantitative methods for data collection, analysis,

interpretation, and reporting (Ngulube & Ukwoma, 2021). While a mixed-method approach can provide a comprehensive understanding of the research topic by integrating different types of data, it was not suitable for this study due to the nature of the research question and its objectives. The quantitative method was inappropriate for the current study because this approach is used to test the relationship between two known variables, and I did not collect data for statistical testing in this study (see Yin, 2018). The mixed-method and quantitative research approaches were not suitable for the current study because the business problem focused on employee strategies to increase engagement levels, and no quantitative data were needed.

I considered five research designs for this study: multiple case study, single case study, phenomenological study, grounded theory, and ethnographic study. A multiple case study design was chosen for this study. A multiple case design investigates real-life, multiple, bounded systems through comprehensive, in-depth data collection involving multiple information sources (Yin, 2018). A multiple case study design was appropriate for this study because the use of this design allowed for a broader investigation of the research question and an academic progression that enabled me to understand the differences and similarities of employee engagement among various media organizations. A single case study was inappropriate for the current study because this design focuses on addressing a single unit of analysis where the subject can serve as the controlled group (see Scandola & Romano, 2021). A phenomenological study design was not appropriate for the current study because this type of design focuses on research topics from a subject's point of view or experiences (see Moustakas, 1994). Moreover, an ethnographic

study design was not appropriate for the study because a researcher uses this type of design to analyze a specific social or cultural group to understand the overall problem better (see Black et al., 2021).

By interviewing five leaders in media organizations in Georgia in this study, I was able to gather in-depth data with which to address the research question. For recruitment, I was focused on identifying top leaders who implemented successful strategies to increase employee engagement. The use of a qualitative multiple case study design enabled me to understand the media leaders' influence and strategies used across various situations to encourage employees to stay within their organizations.

Research Question

What strategies do some leaders in media organizations use to increase employee engagement?

Interview Questions

1. What leadership styles or approaches do you use to enhance employee engagement?

2. What strategies do you use to motivate employees?

3. What strategies do you use to increase employee engagement?

4. How, if at all, do you assess the effectiveness of the strategies used to increase employee engagement?

5. What training strategies do you use to increase employee engagement?

6. What type of barriers, if at all, did you experience when implementing successful strategies for improving employee engagement?

7. What else can you explain to me about employee engagement that I did not

    ask?

Conceptual Framework

The conceptual framework for the study comprised Herzberg's (1959) two-factor

theory of motivation. Herzberg designed the theory as a revolution that generates a new

employee mindset and a new employee value system that replaced established employee

attitudes and experiences. Herzberg theorized that work is one of the most consuming

things individuals can think and talk about and fills the most significant part of the day

for most individuals. Fortunately for some, tasks within a job are the foundation of great

job satisfaction; however, tasks within a job could also be the root of grief or job

dissatisfaction for others. The exchange of experiences and examination of problems of

shared concerns among employees is the foundation of motivation (Herzberg, 1959).

Although motivation and satisfaction are used interchangeably, motivation focuses on the

driving force of why employees do their job, while satisfaction focuses on the employee's

emotional response to their job (Thant & Chang, 2021). Satisfaction entails that

employees pledge more energy to their organization, execute better, engage in

organizational community behaviors, tend to stay longer, and are less likely to leave their

employer.

The factors of job satisfaction can be divided into three categories: personal

factors, internal organizational factors, and external environmental factors (Thant &

Chang, 2021). Age; gender; ethnicity; education; and family factors, such as income and

parental status, work involvement, and public service motivation, are all personal factors

linked with job satisfaction (Hodgkins et al., 2020). Internal organizational factors include job security, salary, benefits, relationships with supervisors and coworkers, and personal fit (Hodgkins et al., 2020). External environmental factors consist of economic and social circumstances, which can also include job satisfaction (Hodgkins et al., 2020). Overall, job satisfaction is linked with work accomplishments and promotion outlooks (Hodgkins et al., 2020).

Job uncertainty and management are linked to employee dissatisfaction ("Increasing employee," 2020). Job dissatisfaction can stem from bullying and other forms of manipulation by leaders or coworkers within the office ("Increasing employee," 2020). Manipulation and other damaging actions can negatively influence company productivity and increase employee turnover intention ("Increasing employee," 2020). A caring work environment (i.e., one that is warm and welcoming, with a sense of connectivity) helps to produce an atmosphere that results in higher degrees of happiness among employees (Hodgkins et al., 2020). The nonexistence of motivators does not automatically lead to job dissatisfaction, and employees' preferred level of hygiene factors does not automatically end in job satisfaction (Thant & Chang, 2021). Vigor, commitment, and interest tend to be the core concepts of employee engagement (Nikolova et al., 2019). Employee engagement is often positively connected with job satisfaction, organizational commitment, and organizational citizenship performance (Li et al., 2021). The developed organizational performance also is positively associated with employee engagement (Shen & Jiang, 2019). Engaged employees accomplish their jobs

in a state of mind categorized by vitality, contribution, competence, attentiveness, and concentration (Satata, 2021).

Contrasting to Herzberg's two-factor theory of motivation, Maslow (2019), in the hierarchy of needs suggested that if employee psychological needs are relatively met, another set of requirements emerges until the entire hierarchy pyramid is complete. However, there is no experimental measurement of the level of job satisfaction that should be met before another level becomes active (Maslow, 2019). By demonstrating the importance of analyzing employee engagement, such as the connection between an employee's level of motivation and their overall performance, allows organization leaders to recognize the influence they have on various organizational outcomes, such as productivity, job satisfaction, turnover rates, and customer satisfaction (Soriano et al., 2020). By understanding the relationship between employee engagement and these outcomes, organizations can identify the areas that need improvement and develop strategies to enhance overall performance (Soriano et al., 2020).

Operational Definitions

This subsection includes explanations of terms and phrases used in the current concerning employee engagement.

Disengaged employees: Individuals who use self-activating procedures to control their thoughts and actions. Self-activation permits these employees to behave unethically without guilt because they cognitively suppress personal sanctions, usually connected to negative behavior (Almeida et al., 2021).

Employee engagement: A necessary condition that brings about the involvement, obligation, passion, eagerness, concentrated effort, and energy of an employee (Cucino et al., 2020)

Job dissatisfaction: Employees' negative attitudes and feelings about their job and profession (Zhang et al., 2020).

Job satisfaction: Employees' feelings about their jobs and the different facets of their careers. Satisfaction is the extent to which employees like or dislike their jobs (Soldo, 2021).

Strategies: A cohesive core of guiding decisions is a company's growing philosophy about creating solutions to competitor challenges using resources and opportunities during uncertain times (Khalifa, 2020).

Assumptions, Limitations, and Delimitations

The focus of the assumptions, limitations, and delimitations subsection was to discuss elements over which I had no control as the researcher, assumptions based on the limitations, and elements that I could control as the researcher. The following subsections show that I had a solid understanding of and ability to separate the study's assumptions, limitations, and delimitations to be successful.

Assumptions

An assumption is an unevaluated belief that a researcher thinks about without understanding the belief (Grundmeier et al., 2022). I made the following assumptions in the current study. I assumed that the participants would answer each interview question truthfully. Other assumptions were that the interview questions were appropriate for the

study and that each participant's responses would provide the information necessary to answer the overall research question. I also assumed the participants in the study would offer information during the interviews that applied to the study topic and provided information on their general business knowledge of employee engagement.

Limitations

A limitation is a flaw or shortcoming within a study caused by limited resources or flawed techniques (Lune et al., 2022). I identified three limitations in this study. The transferability of the study findings to other settings outside the study population may limit the study results. Another limitation was that the participants' company documents may not have contained efficient data to answer the central research question. Participant bias could have also occurred by participants providing answers that sounded great to me during the interview while exhibiting socially acceptable behavior.

Delimitations

A delimitation is a distinctive factor that limits the capacity of the study while also describing its boundaries (Gossel, 2022). Two delimitations guided the study. The sample size of this study included a thorough account of data saturation. Within the study, I used purposive sampling when selecting participants to secure strategies for increasing employee engagement. Purposive sampling allows the researcher to select participants who possess specific characteristics and experiences relevant to the study's objectives. In the case of studying strategies for increasing employee engagement in media organizations, it would be important to target employees who are currently working in media organizations and have varying levels of engagement. The first

delimitation was that the study only included top media leaders, and the second

delimitation was that the study's geographic location was specific to Georgia.

Significance of the Study

The study is significant because I used a qualitative multiple case design to

explore strategies leaders in media organizations used to increase employee engagement.

An estimated 34% of employees are engaged within their organizations (Hameduddin &

Lee, 2021). Media organization leaders could use the study results to integrate new

strategies into their organizations that could improve employee engagement and retention

(see Hameduddin & Lee, 2021).

Contribution to Business Practice

Leaders may use the results of the study to improve their organization's economic

environment and internal dynamics to increase revenue and customer relationships. The

evidence-based strategies and recommendations revealed in the current study may help

leaders of media organizations to sustain employee engagement within the organization

and surrounding community. Based on the participant responses in the study, leaders may

understand that engaged employees create more profitable revenue opportunities for their

organizations, stronger communication bonds with their coworkers and supervisors, and

stronger bonds within their community to help fulfill the organization's social

responsibility.

Implications for Social Change

Social change is implied through the idea that engaged employees create

organizational opportunities focusing on professional and personal development.

Engaged employees have high energy levels at work along with mental resilience even when facing difficulties (Gao et al., 2020). For example, organizations that offer competitive salaries, benefits, and opportunities for financial growth enable employees to improve their standard of living. Adequate compensation allows employees to meet their basic needs, manage expenses, and save for future goals (Gao et al., 2020). Engaged employees can help organizations create positive social reputations because they can invest higher energy into their jobs and/or exert strength on behalf of their organization (Mostafa et al., 2021). Positive social changes could result in organizational and community improvement. Increased employee engagement can contribute to fostering a positive organizational culture. Engaged employees are more likely to be proactive, collaborative, and supportive of their colleagues (Mostafa et al., 2021). This can create a positive work environment where teamwork, innovation, and cooperation thrive, leading to a more cohesive and harmonious workplace culture. Improved employee engagement can have broader social and economic implications. Engaged employees are more likely to contribute positively to their communities and society (Gao et al., 2020). When organizations prioritize employee engagement, they create opportunities for personal growth, professional development, and social mobility. This can lead to greater job satisfaction, higher incomes, and improved quality of life for employees and their families, thereby contributing to positive social changes.

A Review of the Professional and Academic Literature

In this qualitative multiple case study, I explored strategies top leaders use to increase employee engagement in the southeastern Georgia media industry. Herzberg's

(1959) two-factor theory of motivation, which is based on employee engagement and the effects of employee engagement on organizations, was used as the foundation of the study. To increase the understanding of employee engagement for top leaders, researchers should first comprehend how employee engagement and disengagement can disturb the performance and success of an organization. Employee engagement is a concept that can be difficult to quantify due to the various factors that have an influence on it; however, there are tools available that can help to measure engagement levels.

Engaged employees affect an organization's performance positively, support the company's mission and vision, and are loyal to the organization (Alzyoud et al., 2019). Employees fulfilled within several aspects of their work are likely to feel more dedicated to their workplace while investing more time in their productivity and performance (Reizer et al., 2019). Engaged employees tend to stay working longer with an organization resulting in productivity, whereas disengaged employees tend to leave an organization, resulting in employee turnover. An employee's intention to leave or turnover inflicts costs on an organization indirectly and directly, such as committing time to search for new employment opportunities and becoming unfocused at work, which can lead to declining production (Lee et al., 2020).

Leaders also play a critical part in the decline of employee turnover and the increase in employee engagement (Alzyoud et al., 2019). A leader flourishes when their employees rally behind them; however, leaders should have specific leadership qualities, including characteristic traits, their reasoning process, how they interact with their job context, their behavior, and the relationship between them and their employees (Arvate &

Story, 2021). Multiple leadership styles are acknowledged in the academic and business literature, such as ethical and transactional leaders and transformational leadership. Each leadership style has positive and negative features; however, each leadership style could be successful in diverse surroundings.

The following databases were searched for extant literature relevant to the study topic: ABI/INFORM Collection, Academic Search Complete, EBSCO, Mass Media Complete, ProQuest Dissertations, Theses Global, Walden University Business Source Complete, EBSCOhost, and Walden University communications to review. I also searched Emerald Management Journal, Google Scholar, SAGE Journals, and Thoreau for data and statistics. I focused on finding peer-reviewed articles, books, and reports published in 2019 and later; however, some influential older sources relevant to the study were also used. I thoroughly searched the databases using keywords and then tapered my search to ideas and theories that could assist in developing the research question. Research-guided searches empowered me to narrow down further the focus of my research to the study variables related to employee engagement. The following keywords, including combinations of terms, were used for my searches: *transactional, transformational, Herzberg's theory, task performance, leadership, safety needs, employee engagement, ethical leadership, work performance, disengagement,* and *work environment.* I also used keyword search terms related to employee satisfaction, including *commitment, engagement, job satisfaction, motivation, nursing homes, performance, profitability, productivity, turnover costs, viability,* and *retention.* I investigated relevant leadership styles (i.e., transactional, transformational, ethical,

participative, and charismatic) and other research variables (i.e., employee performance,

organizational implementation, and leader efficiency) to cultivate a comprehensive

literature review.

I used several resources to verify the DOIs, crosscheck references, and confirm

the peer-reviewed status of articles. Table 1 displays the information about the sources

included in the literature review. The literature review contains 231 references, and of

which, 217 (94%) are peer reviewed. Four books included in the literature review were

published between 2019 and 2023.

Table 1

Percentage of Articles and Books Used in the Literature Review

Sources	Published within 5 years	Published beyond 5 years	Total	Total published within 5 years in %
Books and seminal works	4	10	14	6%
Peer reviewed	194	23	217	94%
Total	198	33	231	100%
Business industry	198	33	231	100%
Total	198	33	231	100%

Conceptual Framework: Herzberg's Two-Factor Theory of Motivation

Herzberg's (1959) two-factor theory of motivation encompasses two main factors:

motivation and hygiene. Herzberg's two-factor theory is a conceptual framework that can

be used for examining employee satisfaction and dissatisfaction levels in the workplace

(Zhang et al., 2020). Herzberg's theory of motivation was developed as an attempt to get

to the foundation of (employee) motivation within the workplace. The motivating factors

within Herzberg's two-factor theory are the drivers of job satisfaction, including

responsibility and work advancements (Alrawahi et al., 2020). The hygiene factors within the theory lead to the causes of job dissatisfaction, which include salaries and administrative policies. Within the two-factor theory of motivation, Herzberg et al. (1993) declared that the interviews conducted probed into specific moments of the participants' work lives they were leaders at the high and low satisfaction points in their workplaces to determine the critical motivation factors.

Motivational factors relate to workplace satisfaction (Kulözü-Uzunboy & Sipahi, 2022). Workplace satisfaction is linked to intrinsic needs, such as success, acknowledgment, and progression (Kulözü-Uzunboy & Sipahi, 2022). Intrinsic motivation originates within the individual (Zhang & Liu, 2022) and is the aspiration to grow employee energy based on interest in and satisfaction with their work position (Xu et al., 2022). Intrinsic motivation is considered a vital factor in employee creativity and innovation (Kulözü-Uzunboy & Sipahi, 2022). Satisfying intrinsic factors tends to encourage and increase employee job performance and satisfaction (Zheng et al., 2022). On the other hand, extrinsic factors block employees from being dissatisfied with their job position and responsibility but do not contain a motivational purpose (Zheng et al., 2022). If employee hygiene factors tend to be lacking, the intrinsic factors will be restricted or have no influence (Zhang & Liu, 2022).

Motivation is a set of active energies that begin within and beyond a person's physical and mental being to induce work-related behavior (Pinder, 2008). Employees are inspired to go above and beyond their work performance if they have compelling internal and external incentives and are eager to complete their duties professionally and

successfully. Motivated employees tend to be enthusiastic to work hard to achieve the

company's primary objectives regarding their satisfaction needs (Ahmic & Cizmic,

2021). Motivated employees are more voluntary and passionate about putting in extra

work when completing their tasks to reach successful goals. Motivational factors are vital

because they encourage employees to be pleased with their jobs and positions while

supporting progress. Leaders within companies should openly and clearly communicate

career development opportunities to motivate employees to their fullest potential (Ahmic

& Cizmic, 2021). Leaders within companies should also indicate that opportunities are

obtainable through diverse methods, such as professional road mapping training (Silva et

al., 2019). Training programs tend to be the most vital factor in keeping employees

engaged in a company (Silva et al., 2019). Employee training are usually concentrated on

developing employees' current and future desired skills (Ahmić & Čizmić, 2021). New

skills, such as negotiation and presentation building, could inspire employees to take on

new tasks and increase their value as a part of their company.

Hygiene factors are not directly connected to workplace satisfaction; however,

hygiene factors should exist within the workplace to avoid dissatisfaction (Alrawahi et

al., 2020). Hygiene factors are often connected to extrinsic needs, such as working

conditions and interpersonal relationships between employees and supervisors (Zhang &

Liu, 2022). Hygiene factors cannot increase or decrease happiness, they can only affect

the degree of satisfaction and cultivating hygiene factors will cause less dissatisfaction

(Zhang et al., 2020). Herzberg (1959) ascertained that fulfilling hygiene factors are

insufficient to increase an employee's motivation to work or be connected to the

company. Hygiene factors represent employees' physiological needs, which depict what

employees want and expect to be fulfilled (Zhang et al., 2020). Hygiene factors are

influencing factors whose nonexistence usually results in employee dissatisfaction (Bhatt

et al., 2022). Employee working environments should be calm and safe and should not

cause any interference with their work (Bhatt et al., 2022).

Motivational factors, on the other hand, focus on the psychological needs of

employees, which act as additional benefits. Motivational factors are the influences that

increase employee satisfaction (Bhatt et al., 2022). Like hygiene factors, motivational

factors do not directly influence employee dissatisfaction; however, they can cause

decreased satisfaction altogether (Sahni, 2021). These factors, such as challenging work

assignments, opportunities for career advancement, and meaningful feedback, contribute

to a positive work environment and enhance employees' overall satisfaction and

motivation levels (Sahni, 2021). By addressing these motivational factors, organizations

can foster a sense of fulfillment and engagement among employees, leading to increased

productivity and job satisfaction.

In the two-factor theory of motivation, Herzberg stated that an employee's

motivation starts with the facets that cause satisfaction and dissatisfaction (Zhang et al.,

2020). Cognitive, emotional, and physical characteristics are all causes of satisfaction and

dissatisfaction that focus on the leaders' beliefs about managing their team, positive or

negative attitudes toward the company, and the physical force devoted to completing

their job (Chanana & Sangeeta, 2020). Employees feel grateful perform their best if

satisfied (Sahni, 2021). Motivators and hygiene factors drive job satisfaction, including

accountability, enrichment, and promotions (Alrawahi et al., 2020). Leaders should understand and connect with the preservation of the happiness of their employees to control a company's success (Shkoler & Kimura, 2021). Leaders within a company should be concerned with uncovering talent motivation by vigilantly listening to their employees' recommendations, ideas, and concerns (Ahmić & Čizmić, 2021). Leaders should also periodically revisit the recruited employees' job, career, and life ambitions and interests. Leaders should simultaneously provide their employees with the necessary resources and support, such as reassurance, inspiration, validity, and development (Ahmić & Čizmić, 2021). Leaders should also be active in their decision-making process, allowing employees to do their job and connect in an optimistic and focused work atmosphere (Ahmić & Čizmić, 2021).

In connection with the two-factor theory of motivation, employee engagement is an ongoing process that depends on the leaders' engagement to control a positive work environment, attitude, and increase in productivity (Kulözü-Uzunboy & Sipahi, 2022). Leaders should treat employee engagement as a catalyst of job burnout or as a mixture of policies that can be implemented or changed that affect employee work attitudes daily (Hameduddin & Lee, 2019). Job satisfaction is an employee's self-assessment of their happiness experienced in the workplace (Schwabe & Castellacci, 2020). Employees who are dissatisfied with their job positions or duties and employees who experience dissatisfaction with their job have lower motivation levels while also experiencing higher employee turnover rates (Kulözü-Uzunboy & Sipahi, 2022). Employees' dissatisfaction

causes companies to experience weak productivity and innovation levels (Hameduddin &
Lee, 2019).

Leaders can increase and maintain employee engagement by fulfilling their basic
psychological needs. Leaders should cultivate employee motivation by increasing their
interest in the vision and plans of the company and by making employees feel as though
their contribution to the company's mission is significant (Nikolova et al., 2019). Leaders
should also investigate the employees' strengths and sense of connectivity by entrusting
employees with specific tasks based on their skills, inspiring partnerships among
coworkers, and encouraging team spirit (Li et al., 2021). Engaged employees tend to have
more positive emotions, higher levels of performance, and better mental and physical
health than disengaged employees (Li et al., 2021).

Work engagement is a positive, rewarding, and work-related state of mind
portrayed through strength, commitment, and captivation. When confronted with
problems, employees who demonstrate power in their jobs possess high vitality and
mental flexibility (Chua & Ayoko, 2021). When employees are absorbed in their work,
they are focused and captivated by their job duties (Kahn, 1990). To be considered an
absorbed employee, psychological meaningfulness, safety, and availability are needed to
trigger workplace engagement. Psychological meaningfulness is an awareness of returns
on investments for used labor, such as the company rewarding employees with time paid
off for their hard work (Kahn, 1990). At the same time, psychological safety in the
workplace is the capability to present oneself and act without reserve or fear of adverse
effects on self-image or career, such as an employee helping a coworker with a project on

a lower level (Kahn, 1990). Psychological availability in the workplace means being physically and emotionally ready to be involved at a specific moment regardless of distractions (Kahn, 1990). Job independence fosters employee engagement by creating a sense of psychological meaningfulness in the workplace (Chua & Ayoko, 2021). When employees have a sense of job ownership and autonomy, and their tasks are not solely dictated by others, it encourages a greater sense of meaning and accountability in their work (Chua & Ayoko, 2021). This psychological meaningfulness enhances employee engagement and motivation, leading to increased productivity and job satisfaction. Employees who practice psychological safety confidently express themselves within their company (Deci & Ryan, 1985). These employees also engage in their work tasks and are more likely to be psychologically available (Deci & Ryan, 1985).

Contrasting Theory: Maslow's Hierarchy of Needs

Maslow suggested that humans are motivated by basic needs through his hierarchy of needs theory. Maslow classified individuals' motivations into basic, psychological, and self-fulfillment needs (Matthews et al., 2020). In his theory, five basic needs are organized in a pyramid from the lowest to the highest order, which is vital for the best human development. Maslow (1943) insisted that needs are arranged in a hierarchy, and the first or lower-level needs should be satisfied to move on to the other four levels for satisfaction.

Maslow decided that the lower order of needs would be called a deficiency, which included physiological, safety, and belonging needs (Noltemeyer et al., 2021). Maslow's higher order of needs would be called growth, which included esteem, cognitive, and

creative human needs. All the needs are temporarily organized, which means that only when one level is completed can an individual move on to the next level (Maslow, 1943). Although the lower needs are the primary focus for humans, once the needs are met, the higher levels become their primary focus and driving force. Maslow's hierarchy of needs is a theory that encompasses the following five needs: (1) physiological, (2) security, (3) belongingness, (4) esteem, and (5) self-actualization needs of employers. If one level of the needs is not met, the next level cannot be activated (Allen et al., 2019).

Maslow specified two things; individuals are motivated to accomplish specific needs, and some needs take superiority over others. Therefore, the needs are not fixed but relatively flexible needs based on the circumstance (Allen et al., 2019). The first circumstance of needs declares that human's primary needs can be organized in a hierarchy. Second, new needs are attained as individuals progress up the hierarchy pyramid. Efforts to motivate individuals only work through engaging in unsatisfied needs (Lussier, 2019). Maslow's hierarchy theory explains that individuals' unsatisfied needs function as a prime motivator for being connected to their organization (Lussier, 2019). Loving, belongingness, and self-actualization to achieve one's full potential are the root of employee motivation within the workplace (Maslow, 1943). Loving needs tend to be expected to be chosen because employees are the foundation of businesses (Noltemeyer et al., 2021). Employees should not have difficulty achieving lower-level physiological and safety needs once the expected needs are met or higher (Noltemeyer et al., 2021). The findings of the study could contribute to the agenda of employee engagement that top media leaders can use to motivate their employees (Noltemeyer et al., 2021).

Physiological Needs

Physiological needs are defined as the first needs of humans, such as the need for food, clothing, and shelter (Wu & Han, 2021). If physiological needs are not met to a minimum, humans cannot survive or multiply. Maslow believed that psychological needs were the highest and most special needs that should be completed to move on to another level of the hierarchy. The objectives an individual creates during their life ultimately aid in the satisfaction of their precise basic needs (Hantous et al., 2022). Physiological needs shape motivational drivers and connect employees to help visualize managing cues to meet their needs (Naneix et al., 2020). Maslow (1970) declared that if all hierarchical needs are unfulfilled and the physiological needs control the individual, their other needs may become absent or be pushed into the background.

Safety Needs

The second level of Maslow's hierarchy of needs is safety). Safety needs are also known as security needs which connect to an individual's need to feel safe and secure in their lives and environments. Safety is a primary need, demonstrated in actions when humans tend to choose between a fight-or-flight reaction. Within Maslow's hierarchy of needs, safety needs are seen as individual and financial security, health, and well-being (Han et al., 2019). Safety culture and climate findings involve multiple subgroup issues in human factors (Han et al., 2019). Maslow (1970) claimed that a man might be considered to live for safety alone if the environment is extreme enough and he is fatigued. That safety need he is looking for may serve as the single most restrictive controller of his behavior (Han et al., 2019). Control is essential because the need for safety develops into

a leading mobilizer of that individual's capabilities to create order and security (Maslow, 1970). Human nature yearns for a safe and protected place that guards against emotional, physical, and financial dangers within their environment while also (Maslow, 1970).

Belongingness and Love Needs

If physiological and safety needs are met, then love, affection, and belongingness needs may appear. Love is not synonymous with sex and should only be considered a physiological need (Maslow, 1970). However, love needs to contain both giving and accepting love (Dutil, 2021). Love and belongingness needs can be satisfied within general relationships, such as hobby groups, or within specific relationships, such as parent-child or romantic relationships (Maslow, 1943). Belongingness needs are vital to human existence, connecting with the survival benefits of being part of a group (Baumeister & Leary, 1995). Fulfilling love and belongingness needs contributes to a sense of connection and social integration, which is essential for individuals to thrive and experience a sense of well-being.

Esteem Needs

The need for respect or status for adolescents and adults is vital; however, respect arises before self-esteem because as life changes and challenges occur, esteem needs should be encountered during each stage of life (Kim & Beehr, 2021). Esteem needs entail self-reliance, strength, personal and social recognition, and respect from others (Maslow, 1943). Although esteem is an internal value, individuals are touched by external factors, such as confirmation and approval from people in their environment (Kim & Beehr, 2021). Human behavior is motivated by needs, one being the need for a

sense of personal significance, worth, or self-esteem (Wang et al., 2021). Individuals'

lower esteem needs are subordinate to their higher needs (Crandall et al., 2020). As

individuals trust their inner strength, the development will happen over time as well as

experience (Crandall et al., 2020).

Esteem needs are categorized into two supplementary groups (Maslow,1970).

The first group consists of the longing for strength, accomplishments, mastery, and

competence and the desire for confidence and freedom (Maslow,1970). The second group

yearns for status, respect, power, acknowledgment, and attention (Maslow,1970).

Maslow's incompletion of esteem needs created feelings of lowliness, weakness, and

vulnerability. Individuals who feel lonely or distant constantly redefine their identity

while reexamining their performance (Wang et al., 2021). When self-esteem needs are

fulfilled, individuals progress within themselves when self-confidence and self-respect

are also enlarged (Maslow,1970).

Contrasting Theory: Expectancy Theory

The expectancy theory investigates how individuals make decisions based on their

views of three concepts: valence, instrumentation, and expectancy (Vroom, 1964).

Individuals trust (expectancy) that their engagements and efforts (instrumentation) could

lead to positive outcomes and values (valence) ; (Fan et al., 2022). The expectancy theory

implies that individuals make reasonable choices and decisions based on their expected

worth (Vroom, 1964). Through the expectancy theory, individuals assess the available

options and choose the unconventional choice with the most desirable outcome (Abrate et

al., 2021). The best choice tends to construct a desirable result with the effort expended

(Weber et al., 2019). Instrumentation is defined as the impact of behavior on the outcome, suggesting that if an individual executes well, the anticipated work could occur (Weber et al., 2019). Valence results from the variance between the supposed value, the individual linked to the outcome, and the anticipated costs encountered through the actions (Weber et al., 2019). The overall relationship means valence could be positive or negative.

Vroom's expectancy theory is used to quantify a user's inspiration for a specific activity (Subramanian et al., 2020). Through Vroom's expectancy theory, an individual's determination, implementation, conclusions, and personal goals are all impacted by motivation, which is the root of the theory. The connection between how an individual's determination pans out results in reasonable implementation forms expectancy (Subramanian et al., 2020). The relationship between how an individual's implementation pans out and results in good consequences forms instrumentality (Subramanian et al., 2020). How the individual values the effect concerning their personal goals and aspirations creates valence (Subramanian et al., 2020). Vroom's expectancy theory is modified, and positive and negative motivations drive employees (Subramanian et al., 2020). Positive motivation is a factor that inspires employees to understand the benefits attained once their job tasks are completed (Subramanian et al., 2020). In contrast, negative motivation is defined as a factor that pushes employees to generate a fear of the adverse effects produced by not completing their job tasks (Subramanian et al., 2020).

Expectancy is the connection between determination and performance (Vroom, 1964). The connection varies based on the faith that more significant employee efforts

could lead to more effective implementation (Yoes & Silverman, 2021). Four additional

factors within the expectancy level contribute to the connection, including past

experiences, goal difficulty, control, and self-efficacy. To fully comprehend an

employee's level of expectancy, the leader should reflect on the employee's past

experiences (Yoes & Silverman, 2021). To address the complex story of the employee's

specific goals, leaders should determine how the employee recognizes the exertion level

of their job tasks (Subramanian et al., 2020). By identifying the exertion level, employees

could have a deeper comprehension of their level of motivation (Yoes & Silverman,

2021). To reflect on the amount of control the employees have over their task

implementations, leaders should give employees some control over their job tasks and let

employees meet the goals set forth by the company (Yoes & Silverman, 2021). Self-

efficacy is the confidence that an employee can execute; however, leaders should

motivate their employees to project a higher degree of effort for their job tasks (Yoes &

Silverman, 2021). Employees need to trust that their leaders have given them the

necessary skills, resources, and experiences to execute their job tasks at a high level

(Yoes & Silverman, 2021).

Employee Engagement

Employee engagement is becoming a top tier focus among different company

settings because leaders recognize employees as a critical factor in creating success for

their organizations. Work motivation, also known as employee engagement, is a set of

active strengths that originate within individuals and their environment to introduce

work-related behaviors and determine their direction, power, and duration (Shkoler &

Kimura, 2021). A high level of employee engagement results in the company's profits

increasing if leaders provide a solid work culture in which employees feel significant and

supported (Chanana & Sangeeta, 2020). Employee engagement is vital within

organizations because high employee engagement levels result in higher productivity,

higher employee satisfaction, and, eventually, higher performance (Sahni, 2021).

Disengaged employees, on the other hand, negatively impact the company and

surrounding areas. Employee engagement is an employee's workplace attitude that

ensures employees intend to give their best within their job positions every day and are

committed to their company's mission and vision (Chanana & Sangeeta, 2020).

Millennial workers tend to have less patience for high-stress jobs, which,

unfortunately, could lead to decreased job satisfaction and engagement (Sahni, 2021).

The decreased satisfaction levels cause millennial employees to depart from their jobs

and hop between various companies as a sport (Sahni, 2021). Employee engagement is a

positive, satisfying, work-related state of mind illustrated by strength, perseverance, and

engagement (Shkoler & Kimura, 2021). Engaged employees are more thorough and

involved in their work tasks (Shkoler & Kimura, 2021). The more resources employees

devote to companies, the fewer resources remain at their disposal. Leaders should be

mindful that when employees are depleting resources and no resources are added,

employees tend to have increased stress levels and burnout (Shkoler & Kimura, 2021).

Some leaders find the type of motivation employees need difficult to figure out. So,

leaders have started to link motivation to two ideas, (a) heavier devotion of time, and (b)

heavier investment of effort (Shkoler & Kimura, 2021). Leaders should learn how to

notice their employees' motivations. Leaders understanding their employees' motivational factors could increase their bottom line and market share. Internal company communication, knowledge sharing, and continuous learning tend to be associated with high employee engagement, linked to improving the company's overall levels of productivity (Chanana & Sangeeta, 2020).

Employee engagement relies on an individual's motivation, commitment, and organizational characteristics (Chanana & Sangeeta, 2020). Employees' ability to define their jobs' motivational attributes, whether intrinsic, self-fulfillment, or extrinsic, such as receiving a promotion, continues to influence their adaptability (Shkoler & Kimura, 2021). Employee engagement describes the process of cognitive, emotional, and physical states of being. Cognitive, emotional, and physical characteristics focus on the leaders' beliefs about managing their team, positive or negative attitudes toward the company, and the physical force devoted to completing their job (Chanana & Sangeeta, 2020). Employee engagement could connect to performance at work and home, just as most responsibilities carry over (Chanana & Sangeeta, 2020). Employees feel obligated to perform their best to give back to the company for its original resources, such as hiring and training (Sahni, 2021). Management should understand and try to connect with employees to maintain their happiness or motivation throughout their developmental process to aid in controlling the company's success (Shkoler & Kimura, 2021). Employee engagement is an ongoing process that depends on the engagement levels of the leaders involved to maintain a positive work environment and attitude (Shkoler & Kimura, 2021).

Engagement Types

There are three types of personal engagement, which include physical, cognitive, and emotional (Kahn, 1990). Personal engagement is the instantaneous employment and expression of an individual's ideal self when the situation comes to task behaviors that encourage connections to work and others (Kahn, 1990). Physical engagement is an employee's attitude and activities that demonstrate their devotion to the company (Gil-Beltrán et al., 2020). Physical engagement is vital to the stability of a company because employees should be physically and mentally healthy to be productive and maintain productivity (Gil-Beltrán et al., 2020).

Cognitive engagement is an employee's psychological involvement in workplace tasks (Zhang et al., 2021). Deep cognitive engagement is connected to accomplishments (Barlow et al., 2020). Individuals should transition from superficial to meaningful cognitive processing to increase cognitive engagement (Barlow et al., 2020). Cognitive engagement occurs when employees convey their reasoning and intellectual assets to the company by developing more focused and careful work actions (Joplin et al., 2019). Employees with high mental engagement levels approach work with great attention, care, and application levels.

Behavioral engagement is shown through actions when employees exceed their typical job performance (Xiong & Wen, 2020). Employee engagement measures employees' feelings about working for and within their company (Xiong & Wen, 2020). Employees tend to be beneficial when acknowledged, increasing their job satisfaction (Xiong & Wen, 2020). Physically engaged employees tend to be prepared to capitalize on

their physical assets toward the company's goals (Joplin et al., 2019). Physically engaged employees' function with concentration and stamina when completing their job tasks, increasing their productivity levels (Joplin et al., 2019).

Emotionally engaged employees tend to feel a sense of satisfaction in their job and company because engaged employees have a sense of ownership within their positions (Chukwuma et al., 2019). Emotionally engaged employees tend to be more likely to stay in their current roles and produce an ideal performance (Chukwuma et al., 2019). Emotional engagement is founded on the progression of handling one's emotions while at work (Vaitkevičius & Vidrevičienė, 2022). Employee emotional engagement is also defined as the degree to which employees value appreciate, and trust their jobs, supervisors, teams, and company (Vaitkevičius & Vidrevičienė, 2022). Emotional engagement is established by how employees are personally linked and dedicated to their job position and company (Chukwuma et al., 2019). Emotional engagement is quantifiable by an employee's enthusiasm and willingness to endorse their company as a place to work and conduct business. Emotionally engaged employees practice emotional freedom in their work environments (Joplin et al., 2019). Emotional employees trust that they are safe by expressing themselves entirely within their work environment and around their leaders and co-workers. Emotional employees display high interest and enthusiasm for their job positions while being considerate toward their co-workers (Ashforth & Humphrey, 1995). Engaged employees arrive with their heads, hands, and hearts ready to work (Kahn, 1990).

Type of Employees

Employee engagement is described as an employee's desire for their jobs, the tasks employees complete, and their obligation to their organization (Barreiro & Treglown, 2020). Three employee types are engaged, not engaged, and actively disengaged. The level of engagement among employees relies on the outlook and attitude of their leader's behaviors, which includes managing a positive and engaging work environment (Barreiro & Treglown, 2020). Employees with a higher level of happiness within their workplace experiences indicated higher levels of engagement (Barreiro & Treglown, 2020). Engaged employees tend to demonstrate increased psychological well-being, joy, and enthusiasm for their job (Chu et al., 2021). Engaged employees have the capability to influence co-workers' and leaders' emotions, which is driven by their internal need for success (Chu et al., 2021).

Workplace victimization occurs when an employee's well-being is abused by aggression, which could decrease employee engagement (Chu et al., 2021). Employees not engaged due to workplace victimization tend only to give effort during their scheduled time (Chu et al., 2021). Disengaged employees are not zealous about their job position, nor is extra energy put into their job performance (Chu et al., 2021). On the other hand, disengaged employees could have positive or negative thoughts or experiences within the organization; but disengaged employees see their job position as simply a paycheck, nothing less or more (Barreiro & Treglown, 2020). Actively disengaged employees maintain an automated process that controls their thoughts to act unethically without feeling guilty (Almeida et al., 2021). Actively disengaged employees

work under unethical decision-making, with higher turnover intentions, more deceptive behaviors, and corruption intentions (Almeida et al., 2021).

An estimated 15% of employees in the United States reported being engaged within their organization (Barreiro & Treglown, 2020). Disengaged employees cost their organizations roughly $350 billion yearly (Barreiro & Treglown, 2020). Engaged employees differ in their emotional intelligence levels from disengaged employees by developing higher happy emotional levels while encouraging others to do the same. As companies continue to ignore the psychological needs of employees, their employee's statuses could change from not engaged to actively disengaged (Chu et al., 2021). To combat harmful employee types, organizations could invest in tools and resources that continue to inspire employees to be actively involved while preventing the spread of disengagement (Chu et al., 2021).

Employee Disengagement

Employee disengagement is defined as the lack of productivity, negative attitudes toward job tasks, and distancing from the organization to the point where only minimal work output is implemented (Mostafa et al., 2021). Due to the lack of resources, job control, complexity, and support, engaged employees can quickly become disengaged. However, employees feel disengagement is not a switch that can be turned on and off but has developed over time (Kahn, 1990). Disengagement encompasses distancing oneself from work in general and work-related content (Mostafa et al., 2021). Disengaged employees withdraw and protect themselves physically, cognitively, or emotionally during their job hours (Kahn, 1990). Disengaged employees identify their work tasks as

monotonous and involve mechanics to complete tasks or engage in abandonment behaviors (Mostafa et al., 2021).

Disengaged employees tend to become morally disengaged, a person's preference to behave unethically without feeling guilt or anguish (Cheng et al., 2022). Disengaged employees tend to use moral disengagement to decrease discomfort and self-blame when acting against their ethical standards (Cheng et al., 2022). Disengaged employees tend to feel no genuine connection to their jobs and tend only to do the bare minimum (Lian et al., 2020). Disengaged employees tend to change their work mentality or isolate themselves from their co-workers and peers (Shin, 2019). Actively disengaged employees tend to be physically present but psychologically nonexistent (Lian et al., 2020). Actively disengaged employees also tend to demonstrate actions and attitudes that are harmful, unhelpful, and even hostile (Lian et al., 2020).

A company's performance can suffer severely if employees are disengaged from their jobs (Stranzl et al., 2021). A lack of transparency within and among leaders could increase employees' insecurity and anxiety during crises (Kahn, 1990). The lack of clarity can cause employees to disengage from their job by disconnecting from their work roles altogether (Kahn, 1990). Disengagement tends to be not a permanent mental and physical state that employees stay in but rather a condition that depends on the work environment and manifestation of their behaviors (Stranzl et al., 2021). Disengaged employees tend not to lack energy or interest in their work role; instead, employees tend to have engaged in a process that has caused withdraw emotionally, mentally, mentally, and physically from their obligations (Dennerlein & Kirkman, 2022).

Leadership

Leadership is the art of initiating others to produce a result that would not have happened intentionally (Benzel, 2021). Leadership inspires followers or employees by forming and managing organizational meaning (Martin, 2020). Leadership inspiration also means creating and preserving relationships and consistently demonstrating professional and managerial competence (Martin, 2020). Leaders of high-engagement workplaces tend to refrain from generating fear or blame cultures where employees are hesitant to express their thoughts or work out their creativity (Gottfredson & Reina, 2021). Instead, leaders should construct a trusting and stimulating atmosphere where employees are encouraged to participate and revolutionize to move the company forward (Gottfredson & Reina, 2021).

When leaders are employed to get a job done, employees tend to get paid to produce desired results (Longenecker et al., 2020). Leaders who battle generating a specific vision have communication breakdowns and tend to be incompetent, damaging their organizations (Gottfredson & Reina, 2021). The damage unqualified leaders cause occurs in the ability to simplify performance expectations and engage with employees (Gottfredson & Reina, 2021). Leaders tend to damage their capability to get results and create high-performing organizations (Longenecker et al., 2020). All companies need good leadership, and companies that possess good leadership could be more productive, driven, and proactive to change (Bracht et al., 2021). Good leadership entails individuals who tend to be motivated for the right reasons, connected, influenced by each other in

ethical and efficient ways, and moving towards ethical and successful ends (Newstead et al., 2019).

Leadership is a multifaceted idea that many have framed as a personality characteristic, a behavior, or a map development that tends to influence others (Lee et al., 2021). Leadership cannot be condensed into just one idea; instead, leadership tends to be a collection of correlated characteristics (Newstead et al., 2019). Leadership action tends to be determined, united, and value focused, which leads to positive human changes (Lee et al., 2021). Within leadership, specific behaviors arise that tend to depend on the level of the leader's ability and their employees' degree of freedom within the relationship (Lee et al., 2021). For example, when a leader is using their position to announce a decision on an important matter that affects employees, their behavior influences and persuades employees to reach a common goal within the company. Leaders also ask their employees questions to promote collaboration (Newstead et al., 2019). Leaders tend to consult with others on issues that may change over time and delegate tasks to empower employees to make crucial decisions within guidelines (Lee et al., 2021). Successful leaders tend to be very aware of their employees and their situation to implement the most suitable leadership style based on the case (Lee et al., 2021).

Organizational effectiveness (OE) is the ability to accomplish a mission and goals (Douglas et al., 2022). OE measures how a company consumes resources to fulfill company goals without stretching out the resources brought in by the stakeholders (Nazarian et al., 2021). An organization's effectiveness tends to include the firm's capability to endure and convey the company's purpose while remaining fiscally

practicable (Douglas et al., 2022). An organization should have adequate and dependable methods through employees and services/products. By looking into OE, leaders could concentrate on their human capital (Baughen et al., 2020). Human capital contributes to an organization's success (Baughen et al., 2020). Human capital could be vital to increasing OE, which includes leadership development, employee engagement, and information availability (Douglas et al., 2022). The primary goals of organizational development tend to be increasing employee productivity, increasing alertness with customers, improving market share, increasing employee implementation of mission and vision, and increasing employee confidence (Baughen et al., 2020).

An organization tends to succeed when the organization can accomplish goals (Douglas et al., 2022). Success tends to encompass the company, and leaders do the right thing with the right quality at the right time (Hussain et al., 2020). Effectiveness tends to be described as the point at which companies have predetermined goals that are then accomplished (Georgopoulos & Tannenbaum, 1957). Efficiency is the reasonable way companies carry out objective-based processes (Georgopoulos & Tannenbaum, 1957). Organizational effectiveness and specific leadership styles could be understood as the tactics companies use to grow capital, sustain the satisfaction level among employees and customers, and create a stress-free environment while accomplishing their goals (Nazarian et al., 2021).

Authoritative Leadership

Authoritative leaders tend to establish real influence and control and the ultimatum from their employees to have undisputable compliance and production (Jia et

al., 2020). Within the authoritative leadership style, employees have little freedom and almost no control to test their leaders' authority in the workplace (Jia et al., 2020). Authoritative leadership tends to increase employees' anxiety about contributing their voices (Jia et al., 2020). Leaders tend to inspire their employees by displaying their authority over their employees through authoritarian leadership (Kanwal et al., 2019). Displaying the authoritative leadership style, leaders are hollering, discouraging, threatening, and penetrating fear into their employees (Jia et al., 2020). Authoritative leaders tend to require authority, respect, and high work standards that could produce stress and anxiety among employees because their other obligations, such as their family, tend not to be considered (Jia et al., 2020). Authoritative leadership not only tends to lead to reduced work performance but also has the potential to cultivate a feeling of loneliness at work among coworkers (Kanwal et al., 2019). Authoritative leadership means that the leader is in complete control by setting their employees' goals, regulating the processes, and overseeing all steps to reach goals with minimal or no contribution from their team (Kanwal et al., 2019).

Charismatic Leadership

Charismatic leadership tends to indicate a leader's influence over their followers based on the leader's enthusiastic attitude (Zhang & Wei, 2021). The critical behaviors of a charismatic leader tend to include communicating appealing visions and mission statements, displaying willpower, developing trust, and conveying assurance (Zhang & Wei, 2021). Charismatic leaders also exhibit excellent personal and professional conduct in the workplace and communicate performance expectations (Zhang & Wei, 2021).

Charismatic leaders tend to assume sensitivity to employees' contextual and emotional

needs in situations of insecurity, crisis, and anxiety (Haddad et al., 2018). Thus,

companies that tend to be charismatically led encourage hasty actions.

Charismatic leaders tend to cultivate company circumstances that require

employee devotion and performance improvement, which positively influence employees

(Zhao et al., 2021). Charismatic leaders tend to be rare or peculiar. Charismatic leaders

tend to cultivate charisma's personal and professional traits as a part of their overall

leadership development style (Zhao et al., 2021). Charismatic leaders tend to niche

specific traits, such as distinct levels of governing tendencies, self-esteem, and precision

within their visions (Karim et al., 2020). Charismatic leaders tend to thrive when there is

a need or goal to accomplish among their followers (Karim et al., 2020). Employees tend

to follow a leader based on reality and what can be obtained (Karim et al., 2020).

Therefore, charismatic leaders should connect the detachment gap between employees

and the company while successfully communicating through various channels (Zhao et

al., 2021).

Charismatic leaders tend to appeal to followers with an elevated vision to change

the status quo. Charismatic leaders tend to construct a united identity among their team

members (Luu et al., 2019). Charismatic leaders tend to exhibit a high compassion level

regarding employees' needs and environmental spaces to confront the status quo (Zhao et

al., 2021). Charismatic leaders tend to be engineers of a profound revolution (Karim et

al., 2020). Charismatic leaders take avant-garde, unexpected, and pioneering paths to

conquer their vision (Karim et al., 2020). Charismatic leaders tend to participate in

extraordinary undertakings that employees tend to interpret as implicating high personal chance, dedication, and unselfishness (Karim et al., 2020). Charismatic leaders tend to present themselves in a way that inspires and constructs dependence from employees through engagements (Karim et al., 2020). Dependence encourages employees to recognize the leader as a role model, cultivate a solid emotional connection, and execute their job tasks above and behind the norm (Özgül et al., 2022).

Three behavioral influences tend to co-construct charismatic leadership: envisioning, energizing, and enabling (Nadler & Tushman, 1990). Envisioning indicates that leaders communicate a vision and encourage their followers to pursue grander ambitions (Özgül et al., 2022). Charismatic leaders tend to participate in energizing conduct by revealing their enthusiasm, communicating poise in the company's capability to flourish, and establishing the desire to succeed beyond the company's vision (Özgül et al., 2022). A charismatic leadership style tends to include understanding employees by listening and being sympathetic to feelings (Özgül et al., 2022). Charismatic leadership tends to convey assurance in employees' proficiency to complete their jobs by giving workers personalized assistance when needed (Özgül et al., 2022). Charismatic leadership tends to go a footstep past sympathy. Charismatic leadership tends to include the control to bind individuals with connections based on identification and compliance (Behr, 2021). Charisma tends to captivate a vulnerable person on a deep emotional level to the point that one can assume that the individual's soul is affected (Behr, 2021).

Delegative (Laissez-Faire) Leadership

Delegative leadership is also called laissez-faire leadership, where authority figures tend to enable employees to exercise independence (Wulandari et al., 2021). A delegative leadership style could increase employee work quality and decision-making skills (Wulandari et al., 2021). However, delegative leadership should be balanced to avoid a lack of direction and cohesiveness in a team. Laissez-faire leadership tends to have avoidance and procrastination ideals (Véronique & Vandenberghe, 2021). Laissez-faire leaders tend to dodge making decisions, abandon their responsibilities, delay actions, and abstain from implementing authority connected with their duties (Hartog et al., 1997). Laissez-faire leaders also tend to neglect to offer feedback and gratitude to employees (Véronique & Vandenberghe, 2021). Laissez-faire leaders tend to disregard employees' needs because laissez-faire leaders do not deal with on-the-job problems (Wulandari et al., 2021). Laissez-faire leaders tend not to take sides in arguments and are unsystematic in dealing with urgent matters (Véronique & Vandenberghe, 2021).

Leaders who abandon their obligations tend to harm the organization and employees (Wulandari et al., 2021). Laissez-faire leadership tends to be unsuccessful and destructive (Véronique & Vandenberghe, 2021). Laissez-faire leadership tends to reduce employees' job efforts, performances, and satisfaction (Hartog et al., 1997). Laissez-faire leadership also tends to cause increased anxiety and coworker interpersonal conflicts (Hartog et al., 1997). Laissez-faire leadership tends to be unique and distinctive from other negative leadership styles because negative results stem from the nonexistence of productive behaviors among leaders instead of destructive ones (Wulandari et al., 2021)

Ethical Leadership

Ethical leadership benefits companies by lowering turnover and increasing employee productivity and loyalty (Fu et al., 2020). Short-term features of ethical leadership include improving employee morale and transparency (Fu et al., 2020). Long-term features include preventing company scandals and decreasing ethical nuisances and issues internally and externally (Zhu et al., 2019). Ethical leadership tends to be critical for businesses to construct customer loyalty, a trusted work environment, and self-satisfaction due to high morale and standards (Iqbal et al., 2020). Ethical leadership tends to validate correct behavior through personal actions and interpersonal relationships (Iqbal et al., 2020). Ethical leaders tend to sustain trustworthy relationships with their employees (Iqbal et al., 2020). The trust that employees have, has tended to lead them to idealize their leaders when their leaders make ethical decisions under the ethical leadership style. Employees tend to strive to execute their job tasks more creatively for the company's victory (Iqbal et al., 2020). Ethical leaders tend to inspire employees' job performance while decreasing their turnover intent but increasing their job happiness and employee work engagement (Zhu et al., 2019).

To be trustworthy role models, ethical leaders should construct legality and be open to being tracked by their followers (Iqbal et al., 2020). Tracking the leader means that their followers are arbitrating their outcomes and how leaders do their job (Iqbal et al., 2020). Ethical leaders tend to inspire employees to own their choices and think independently (Iqbal et al., 2020). Ethical leaders tend to encourage their followers to be flexible to changes and more pioneering in the workplace (Iqbal et al., 2020). By being

relaxed and pioneering, employees could be able to execute better. Ethical leadership urges employees to channel their energy and talents into their job performance and be original (Iqbal et al., 2020). An ethical leadership theory created by Treviño incorporated two parts of leadership: (a) moral person and (b) moral manager (Treviño et al., 2000). As a moral person, an ethical leader should have personal moral features and traits, for example, trustworthiness, uprightness, and dependability (Treviño et al., 2000).

An ethical leader should exhibit ethical management manners to influence followers (Treviño et al., 2000). For example, ethical leaders should make decisions in an impartial and unbiased way, follow a solid set of ethical standards, and follow their ethical decision-related guidelines (Treviño et al., 2000). A moral manager tends to mean that ethical leaders act as role models, possessing honest demeanor and inspiring their followers' moral actions (Treviño et al., 2000). Ethical leadership tends to be a part of a successful leadership plan and could motivate employees to contribute to more positive company performance (Fu et al., 2020). Ethical leadership tends to create a compensation and penalty mechanism to encourage employees to engage in ethical behaviors (Zhou et al., 2020). Overall, ethical leadership tends to create a healthier workplace environment that attracts and retains better employees for the company's betterment (Treviño et al., 2000).

Participative Leadership

Participative leadership ensures that businesses and employees have a sense of togetherness (Usman et al., 2021). Participative leadership involves employees helping make organizational decisions, raising their awareness, encouraging their input, and

ultimately raising their morale (Usman et al., 2021). The participative leadership style

makes employees feel valued and perform just as well without their leader (Chang et al.,

2021). Participative leadership tends to affect employees' work performances by offering

vital workplace resources and improving engagement levels (Usman et al., 2021).

Participative leadership tends to encourage employees to be involved in decision-making

and offers liability, power, and autonomy (Chang et al., 2021). Through the

empowerment context of participative leadership, employees tend to improve their

involvement in the workplace setting actively (Chang et al., 2021). Through the

participative leadership style, employees could enhance their vitality and learning

inspirations (Chang et al., 2021). Participative leadership tends to encompass the actions

that inspire employees and offers opportunities to participate in independent decision-

making (Usman et al., 2021).

Participative leadership is vital in employees' eagerness to share knowledge

(Usman et al., 2021). Participative leadership inspires employees to contribute to

decision-making while promoting collective co-worker knowledge-sharing inside the

workplace (Chang et al., 2021). Participative leadership could be defined as motivating

and supporting employees by encouraging accountability and encompassing employees

in decision-making (Lo & Stark, 2021). Participative leaders tend to allow employees to

express their creativity by engaging in team activities and incorporating suggestions into

the decision-making process (Usman et al., 2021). Participative leaders tend to inspire

members to generate more high-quality work by contributing opportunities and teaching

through open discussions among the team (Chang et al., 2021). Participative leaders

forecast employees' workplace growth and aid behaviors even when a crisis occurs without losing valuable productivity time (Usman et al., 2021). The participative leadership style tends to work best in slow-past or small organizations (Usman et al., 2021). Participative leadership tends to take time to develop because receiving everyone's opinion takes time to receive and implement (Chang et al., 2021). Leaders could foster a social climate of trust and goal commitment among their employees (Coffeng et al., 2021). Participative leadership tends to create a workplace environment that attracts and retains employees by implementing whole-team contributions and decision-making opportunities (Coffeng et al., 2021).

Transformational leadership

Transformational leaders tend to inspire and motivate their followers to achieve successful outcomes and develop a leadership style that makes others feel welcomed and valued (Singh et al., 2020). Transformational leadership tends to encourage higher performance from employees (Singh et al., 2020). Transformational leaders tend to have a positive impact on improving company innovation (Singh et al., 2020). Transformational leaders tend to move employees past their self-interests into a state of inspiration to energetically chase the company's vision (Bormann & Diebig, 2021). Through their creative plans, helpful expertise, personalized mentoring, and supportive culture, transformational leaders could impact employees to participate in innovative work actions (Bormann & Diebig, 2021). Transformational leadership tends to construct an environment that encourages employees to stimulate non-routinized responsibilities (Bormann & Diebig, 2021). A relaxed environment tends to make employees' jobs more

thought-provoking and pleasing (Afsar & Umrani, 2019). A supportive environment tends to encourage employees to include themselves in the creative process and pursue inventive opportunities (Bormann & Diebig, 2021).

Transformational leaders tend to advance employee creativity by offering psychological encouragement, which tends to increase employees' drive to learn and work (Singh et al., 2020). Transformational leadership could structure an employee's assurance to change in two main ways: social learning and social exchange (Peng et al., 2021). In the social learning effect, transformational leaders tend to aid as role models in company settings, while employees witness and emulate their leaders' behavior (Bandura, 1977). Transformational leaders also tend to stress the questioning and challenging of current practices. By questioning current practices, transformational leaders aim to be change agents (Bandura, 1977). In the social exchange effect, transformational leaders tend to care for employees' needs, encouraging employees to return the favor to their leaders through their productivity and performance (Blau, 1964).

Transformational leadership tends to be vital in cultivating employees' openness to change (Peng et al., 2021). Employees' change process tends to be successful because transformational leaders could communicate positive information about company change to employees (Peng et al., 2021). By having an ability for open communication, transformational leaders encourage employees to understand company changes from a positive perspective (Blau, 1964). Transformational leadership could handle employees' complex needs and connect employees' ambitions with the company's goals (Pawar &

Eastman, 1997). Therefore, transformational leadership could prepare employees to undertake company transformations (Pawar & Eastman, 1997).

Transformational leaders tend to possess a leadership style that inspires positive changes among their followers and the company (Blau, 1964). A transformational leader tends to have inspirational motivation, idealized influence, intellectual stimulation, and individualized attention that focuses on every team member to succeed (Bormann & Diebig, 2021). Transformational leadership tends to encourage creativity and innovation among employees by encouraging everyone to investigate new skills and opportunities (Blau, 1964). Transformational leaders tend to keep lines of communication open for their employees to feel valued and share ideas (Peng et al., 2021). Transformational leaders also tend to have clear visions about where to take the team and how to serve as role models for employees to learn from (Blau, 1964). The transformational leadership style could be essential for leaders to possess and explore (Blau, 1964). Transformational leaders possess the ability to encourage employees to be successful and loyal, ready to implement whatever plan is necessary (Peng et al., 2021). Employee turnover and dissatisfaction tend to have low levels under the transformational leadership style (Bormann & Diebig, 2021).

Transactional Leadership

A transactional leader tends to help companies become competitive by motivating employees to do their specific jobs while rewarding them accordingly (Young et al., 2021). Transactional leadership tends to be constructed on a give-and-take exchange between leaders and followers (Young et al., 2021). Transactional leaders tend to propose

rewards to their employees in exchange for high work efforts and performance offerings (Young et al., 2021). Transactional leadership tends to relate to principles such as responsibility, justice, reliability, and trust (Berkovich & Eyal, 2021). A transactional leader tends to act ethically, such as requesting agreement with an individual on a personal basis rather than asking for a consensus on the individual's problems among a large group (Berkovich & Eyal, 2021). Transactional leaders also tend to see the importance of structural qualities when making moral decisions (Berkovich & Eyal, 2021). Transaction leaders tend to recognize what to do and the incentives to give for the acceptable completion of tasks among employees (Alrowwad et al., 2020). Transactional leadership should encourage the behaviors that they want their employees to adhere to while simultaneously eliminating unwanted behaviors by giving or stopping rewards and penalties (Alrowwad et al., 2020).

Transactional leadership tends to incorporate three categories: contingent reward, active management-by-exception, and passive management-by-exception (Bass, 1995). Contingent compensation tends to be a crucial motivation factor (Bass, 1995). Contingent reward includes leaders' ability and commitment to communicate their expectations to their followers and explains the connected consequences and benefits (Raziq et al., 2018). Active management by exception tends to involve managing quality (Bass, 1995). When implementing management-by-exception, the transactional leader tends to try to preserve the company's status quo (Raziq et al., 2018).

When leaders tend to implement passive management-by exceptions, their engagements would only be taken following the emergence of company problems (Raziq

et al., 2018). Transactional leaders tend to trust that their employees obey their instructions, which simultaneously leads to exceeding expectations and weakening the status quo (Van et al., 2021). Employees' performance tends to be carefully monitored, and their expectations are centered around rules. Strict rules tend to control employees from deviating from the plan, which could lead to creativity (Raziq et al., 2018). Transactional leadership is also known as managerial leadership and tends to be created on a give-and-take relationship scale between the leader and the employee to meet each other's safety (Nazarian et al., 2021). Transactional leadership could also become a contingent reward or active management system *(Hater & Bass, 1988).*

Contingent rewards tend to alleviate problems by accepting the relationship between the leader and the employee concerning the expected outcomes within their job positions (Hater & Bass, 1988)*. The contingent rewarding relationship also considers how employees should be compensated upon completing specific tasks (Nazarian et al., 2021). In contrast, the leader tends to deliver the necessary guidance (Nazarian et al., 2021). Contingent rewards include gratitude, acknowledgment, and tips for outstanding work (Nazarian et al., 2021). Transactional leadership tends to offer an excellent opportunity to encourage equality and impartiality within the workplace (Raziq et al., 2018). A nonbiased approach results in a stronger leader-employee relationship grounded on confidence (Nazarian et al., 2021). Not only would a transactional leadership style deliver positive results for an organization within a stable environment, but transactional leaders tend to be more focused on forward-thinking ideas (Raziq et al., 2018). Within a transactional culture, employees are encouraged to discover innovative ways to increase

employee performance to be rewarded (Nazarian et al., 2021). When leaders tend to explain what the expectations are from their employees through performance standards, they inspire employees to be inventive with their responsibility and originality *(*Hater & Bass, 1988). Transactional leadership tends to be primarily concerned with company productivity and competitiveness and being consistent with the market philosophy (Hater & Bass, 1988).

Motivational Factors

The motivational theory tends to offer a personal and relative explanation as to why individuals do or do not seem to act creatively through ideas of self-determination and intrinsic and extrinsic motivation (Zhang et al., 2021). Motivational factors could be vital to every company. If a company knows how to encourage employees, the company tends to function successfully and competently (Zhang et al., 2021). Motivational factors tend to include strategies, incentives, acknowledgments, and other features that increase employees' motivation to execute their responsibilities at work (Currie, 2022). In connection with motivation, leaders should understand that since each employee is different, leaders should take the time to comprehend better what inspires specific groups of employees (Currie, 2022). Extrinsic motivation tends to refer to elements outside of a person's control, such as dividends, social acknowledgment, and admiration (Heinrich & Liszkowski, 2021). Intrinsic motivation tends to refer to factors within a person's control, such as personal fulfillment and a feeling of success (Currie, 2022).

Intrinsic motivation tends to inspire employee engagement because intrinsic motivation satisfies their basic psychological needs, such as independence, proficiency,

and understanding (Ghosh et al., 2020). Intrinsic motivation also tends to inspire employees to use their judgment to choose which job responsibilities they want to complete and when and how (Ghosh et al., 2020). Intrinsically motivated employees tend to be more likely to take on challenging work instead of running away because they have the necessary skills and resources (Ghosh et al., 2020).

Motivation of Employees

Researchers tend to mainly see intrinsic and extrinsic job motivating factors (Lee, 2020). Intrinsic motivating factors encompass stimulating work, raises, feelings of connection, and career development (Jolly & Lee, 2021). Extrinsic motivating factors include a reasonable salary, job security, a good working environment, and intellectual regulation (Jolly & Lee, 2021). Employee motivation tends to be vital in executing high-quality work (Liewendahl & Heinonen, 2020). A motivated individual tends to feel driven or encouraged to perform in a particular manner or towards an objective (Lee, 2020). Employee motivation could be influential for a company's success in maintaining promises of potential value (Liewendahl & Heinonen, 2020). Employee motivation tends to mean that employees should be eager and ready to work as part-time marketers (Liewendahl & Heinonen, 2020). Employee motivation positively affects employee job performance (Panait, 2020). Human resources tend to have a whole place within organizations (Panait, 2020). Because of such help, employees tend to be motivated to increase their job performance and satisfaction. Some internal causes determine employees' conduct (Panait, 2020). For example, supervisors and employees should pledge that the workplace is the best place to work and thrive (Ouakouak et al., 2020).

The obligation of a thriving workplace could mean that supervisors should ensure their employees are fulfilled and motivated to do their jobs and beyond (Ouakouak et al., 2020).

Employees should accept motivational words or actions while being open to communication (Panait, 2020). Even though company environments tend to be challenging to measure, all signs of inefficient staff motivation are shown by observing company indicators and the presence of problems (Panait, 2020). Employee motivation tends to be the main instrument for achieving organizational performance (Ouakouak et al., 2020). Motivation tends to constitute a central theme for business management because of the strong influence motivation has on employee job performance (Ouakouak et al., 2020). Ethical and emotional leadership improved employee motivation (Ouakouak et al., 2020).

Authentic motivation tends to arise from employees' intrinsic intentions, which tend to be a significant and vital factor in work performance (Liewendahl & Heinonen, 2020). Motivation tends to be defined as the psychological factors that drive humans to implementation (Lee, 2021). Intrinsic motivation tends to be defined as motivation without money which is a practical driver of employee attitudes connected with satisfaction and turnover intention (Liewendahl & Heinonen, 2020). On the other hand, extrinsic motivation also tends to be defined as the implementation of an activity to achieve a different outcome or to elude responsibility and anxiety (Lee, 2021).

Employees Mental Health

A job's quality tends to matter more than quantity (Wang et al., 2021). Job quality tends to also relate to innately meaningful and less exaggerated work (Yu & Leka, 2022). Job quality tends to have an excellent social environment which positively affects employees' mental health, regardless of whether the working hours could be long or short (Wang et al., 2021). Even if employees tend to work fewer hours, the adverse effects become smaller and even nonsignificant if the job quality is good (Wang et al., 2021). Therefore, business leaders should pay close attention to the quality of their jobs when reducing the number of employees and their hours (Gu et al., 2021). Emotional leadership tends to be positively connected to employees' mental health and job security (Gu et al., 2021). Organizational association and autonomous learning tend to positively moderate the relationship between job confidence and employees' mental health (Gu et al., 2021). Job control tends to be linked to the degree to which employees can decide how, when, and where to do their jobs (Yu & Leka, 2022). Job control tends to be considered a vital factor that could decrease the harmful effect of tireless work on employees' mental health and work-life interloping, improving company outcomes (Yu & Leka, 2022).

Employee Training

The global corporate training market is estimated to produce over $300 billion in 2021 and over $400 billion by 2027 (Uslu et al., 2022). Employee training is an employer's methodical interest to help employees learn and develop performance through enhanced knowledge, skills, and behaviors (Thomas et al., 2021). Yet, the effectiveness of employee training programs is often not well-established nor evaluated (Uslu et al.,

2022). An understanding of training effectiveness is needed for training programs to achieve desired outcomes (Kroese, 2022). Training effectiveness involves describing training delivery methods that account for employee learning, which is also necessary (Kroese, 2022). Choosing which method to use in workplace training is a critical decision that influences the overall effectiveness of a training program (Thomas et al., 2021). The effectiveness of organizational training should be connected to the delivery method and the skill which needs to be trained (Uslu et al., 2022).

Training tends to be necessary for developing employee involvement and participation in many quality and developmental improvement models (van Assen, 2021). Training tends to be a basic factor in the achievement of quality management implementation in organizations (Thomas et al., 2021). A well-trained and dedicated employee tends to work more resourcefully and successfully to improve organizational performance (van Assen, 2021).

Employees who feel armed with all applicable information, skills, and capabilities to able to engage in continuous improvement activities as they progress through their workplace journey (Kroese, 2022). Equipped employees tend to feel empowered and are more involved in improvement activities within the company (Uslu et al., 2022). Equipped employees tend to be vital for continuous improvement for themselves and the company. Creating an organization where employees on different levels are trained and empowered tends to lead to a more successful uninterrupted cycle of improvement (van Assen, 2021).

Overcoming Workplace Barriers and Constraints

Despite noteworthy historical achievements, women tend to be familiar with

unequal power within the workplace (Jones & Solomon, 2019). Unfortunately, a

masculinized culture tends to be entrenched in many organizations that produce barriers

that women should overcome, especially when women are on the path to being in

positions of governance (Jones & Solomon, 2019). One way to overcome gendered

barriers in the workplace is through mentorship because mentorship prepares people for

leadership positions (Dean & Perrett, 2020). The cause for the lack of women within

organizational leadership positions is that mentoring opportunities are not being made

accessible (Dean & Perrett, 2020). Traditionally, mentoring tends only to be accessible to

men (Li et al., 2018). Mentoring tends to have developed into a very successful strategy

for organizations to disturb established gender barriers and grow the existence of women

in leadership positions (Li et al., 2018). Feminine characteristics such as caring for

others, friendliness, and openness tend to be successful traits for mentors (Li et al., 2018).

Organizational constraints (OCs) tend to be working situations such as disruptions

or faulty rules and procedures constraining or neglecting to help an employee's job

performance (Coo et al., 2021). OCs tend to act as barriers to motivation (Coo et al.,

2021). Employees might experience OCs when they lack power over their workspace and

the resources necessary to complete their job tasks (O'Connor et al., 1984). OCs tend to

hinder employee performance and expand their stress levels (O'Connor et al., 1984).

OCs, such as the lack of freedom within an employee's workspace, could weaken

creativity (Petrou et al., 2020). When employees have a method of motivation, they tend

to decipher constraints as tests rather than as hindrances (Merriman, 2021). The

motivational mindset changes naturally, which enhances their intrinsic motivation to do

well and create creative solutions (Merriman, 2021). When things tend not to go as

planned or anticipated, persevering and trying more challenges could solve the problem

(Merriman, 2021).

Transition

The information in Section 1 elaborates on the problems of top leaders of Georgia

media organizations when confronted with employees who are not engaged in the

workplace. Section 1 is also comprised of the background of the problem, problem

statement, purpose statement, nature of the study, research question, and interview

questions. Next, I elaborated on the conceptual framework, operational definitions,

assumptions, limitations, delimitations, the significance of the study, the contribution to

the business industry, and the implications for social change. Lastly, I expounded upon

several relevant topics through the literature review, which includes a comprehensive

grouping of studies completed by other researchers that have been executed to endorse

why employee engagement is vital to successful organizations.

Section 2 will launch with a restatement of the purpose of the study, a description

of the role of the researcher, the participants, the research method, and the research

design. Next, I will provide a comprehensive description of the population and sampling,

processes involved in ethical research, data collection instruments, techniques, data

collection technique, and analysis of the research data. I will conclude the section with

the reliability and validity of the study. Section 3 will include the findings of the study,

themes, the conclusion of the study, and recommendations for future studies.

Section 2: The Project

In Section 2, I restate the purpose of the study as well as describe my role as the researcher, the research participants, the research method and design, the population and sampling, the ethical research considerations, the data collection instruments and techniques, the data organization techniques, and the reliability and validity of the study.

Purpose Statement

The purpose of the qualitative multiple case study was to explore strategies leaders in media organizations use to increase employee engagement. The target population consisted of five Georgia media leaders who successfully implemented strategies to increase employee engagement. The study could result in positive social change through the notion that engaged employees can create organizational opportunities such as training programs, mentoring initiatives, and career advancement pathways within the organization. These opportunities can empower employees to enhance their skills, knowledge, and capabilities, leading to personal and professional development. Engaged employees tend to have high energy levels at work along with mental resilience even when facing difficulties (Gao et al., 2020). For example, employees could experience an increase in their living standards through their organization by receiving a wage increase, which would contribute to their financial well-being. This increase could be brought about through performance-based salary adjustments, periodic raises, or bonuses linked to individual or team achievements. Additionally, the organization could provide personal development classes or workshops that focus on enhancing employees' skills, knowledge, and capabilities, ultimately leading to career growth and increased job satisfaction. Such

initiatives can improve employees' overall well-being and contribute to their increased

engagement in the workplace. Engaged employees could help organizations create

positive social reputations because they are more productive in their jobs (Mostafa et al.,

2021). Organizations that prioritize corporate social responsibility and community

engagement can contribute to positive social changes beyond the workplace. This can

involve initiatives such as volunteering programs, partnerships with local charities or

nonprofits, and environmentally sustainable practices. By actively participating in

community initiatives, organizations can make a positive impact on society and foster a

sense of pride among employees.

Role of the Researcher

The role of the researcher is to accumulate, defend, and investigate data to

classify and ethically report the results. Researchers' positionality and worldviews shape

their research process and the knowledge produced from their investigation (Soedirgo &

Glas, 2020). In qualitative research, the researcher is an information collection tool who

interviews possible participants (Yin, 2018). Qualitative researchers create group

dialogues, conduct face-to-face interviews, and watch participants' body language and

tone (Castell et al., 2022). Researchers should care for participants equally by

guaranteeing ethical interview protocols are followed (Yin, 2018). A qualitative

researcher uses semistructured interviews and open-ended questions when speaking with

participants to record data appropriately (Yin, 2018). No matter what field is being

investigated, the researcher influences how the area is accessed, how information is

gained, and how data are translated. Researchers should reflect on their purpose within a

specific field and consider how deciphering the study's results better incorporates the researcher's conditional role (Soedirgo & Glas, 2020).

The Belmont Report was created by the National Commission for the Protection of Human Subjects of Biomedical and Behavioral Research to assist researchers with ethical considerations (Office for Human Research Protections [OHRP], 2022). The OHRP (2022) was tasked with classifying the basic ethical principles that would encourage ethical behavior when conducting biomedical and behavioral research involving human subjects. Researchers generate ethical research by confirming the anonymity of the participants and their identities (OHRP, 2022) and securing up-to-date, verbal and written consent from the participants (Hagues, 2021). I adhered to all *Belmont Report* ethical principles in this study, incorporating reverence for individuals, generosity, fairness, and up-to-date participant consent.

Researchers should recognize their perspective lens and reflect on how they could affect participant selection throughout a study (Yin, 2018). My role as a researcher was to uncover strategies top leaders use to inspire and increase employee engagement in the media industry. Personal biases can invalidate the reliability and dependability of a research project (Khanal, 2021). Therefore, I refrained from having a previous relationship with any participants who were interviewed. Before collecting data, I created specific interview questions (found in Section 1) that were asked of each participant. I have personal familiarity and training in the media industry; therefore, my goal in this study was to remain unbiased and eliminate any personal feelings and principles that

arose during each interview. To ensure fairness during the interviews, I played a neutral role as an independent participant, collecting information and reaching a final conclusion.

Qualitative researchers often gather information from participants through open-ended interview questions (Vinke-de Kruijf et al., 2022). I used an interview protocol (see Appendix B) throughout the data collection process and analysis to guarantee the reliability of the study while protecting the participants' privacy. Use of the interview protocol allowed for a relaxed and comforting interview environment in which I methodically explained the purpose of the study and obtained verbal consent to interview each participant. Conducting interviews was the primary data collection technique, with the use of open-ended questions to empower participants to share their experiences and perspectives. I also took notes to gather any data that could have been missed in the audio recording.

I gathered data for this study by examining the interview transcripts, confirming the information from each participant through member checking, creating themes based on information revealed from the interviews, and using comprehensive data analysis to offer insight into strategies to encourage successful employee engagement. The member-checking process included reviewing and interpreting the interview transcripts, writing each question followed by a succinct synthesis that was at least one paragraph in length, providing a printed copy of this synthesis to the participants, and asking them if the synthesis represents their answer or if there is additional information that is needed. I continued the member-checking process until there were no new data to collect. Then, I identified common themes and patterns.

Participants

A qualitative researcher should choose participants based on established criteria to guarantee relevant responses concentrating on the all-encompassing research question (Yin, 2018). A vital component of a qualitative study is to hand-pick suitable participants willing to have an in-depth conversation without fearing retaliation from their company (Velayati et al., 2021). The participants in this study were five media organization managers in Georgia who successfully implemented strategies to engage employees to improve productivity within the workplace. Participants had to meet the eligibility requirements of having inclusive knowledge and experience in engaging employees in the media industry, being employed at a media organization while implementing employee engagement strategies, and having directly influenced and offered resources to employees to implement successful, up-to-date techniques.

I emailed letters of cooperation (see Appendix A) to possible participants to invite them to participate in the study. I asked each participant to sign the consent forms, acknowledging their full commitment to voluntarily participate in the study, and send me a copy (see Appendix B). As soon as I received the agreement from the participants, I scheduled their interviews immediately. A critical component of a qualitative study is choosing the voluntary participants for the proposed research (Ghag et al., 2021).

After receiving approval from the Walden University Institutional Review Board (IRB), I began the research process by meeting with each participant and providing them with a copy of the consent form before conducting each interview. After

each interview, as a part of my member-checking process, I shared the transcribed with

each participant to confirm and validate their interview responses. Once the final study

is complete, I intend to deliver copies of the study results to each participant. To protect

the participants' confidentiality, no data collected from the study will include any

identifiable information of the contributing organizations or the participants. I only refer

to participants by number (e.g., P1, P2, etc.). Participants had the option to remove

themselves from the study at any time over the course of the study.

Research Method and Design

Research Method

I considered three research methods for this study: qualitative, quantitative, and

mixed methods. The qualitative approach was chosen for this study because researchers

who use this method seek to understand processes, practices, and the significance behind

things in the expectations of finding a solution (see Aspers & Corte, 2019). A qualitative

study focuses on understanding the origin of a problem and yielding complete evidence,

which enables the researcher to gain depth and coverage (Headley & Plano Clark, 2020).

A mixed-method approach often involves the use of quantitative measures and

statistical analyses to quantify and measure variables. While quantitative methods can

provide valuable statistical data and generalizable findings, they might not capture the

intricacies and nuances of the employee engagement phenomenon in the same way

qualitative methods can (Ngulube & Ukwoma, 2021). The current study aimed to delve

into the subjective experiences and perceptions of employees, and quantitative measures

alone might not have been sufficient to achieve this depth of understanding. Which is

why a mixed method approach is inappropriate for the current study (see Ngulube &
Ukwoma, 2021). The quantitative method was inappropriate for the current study because
this method tests the relationship between two known variables but does not collect data
for statistical testing afterward (see Noyes et al., 2019). Neither the mixed method nor the
quantitative approach was suitable for the current study because the business problem
was focused on employee strategies to increase engagement in correlation with
observation to find a solution to the research problem.

Research Design

I considered five research designs for this study: multiple case study, single case
study, phenomenological study, grounded theory, and ethnographic study. I chose a
multiple case study design for the study because this design is used to investigate real-
life, multiple, bounded systems through comprehensive, in-depth data collection
involving multiple information sources (see Yin, 2018). A multiple case study design was
appropriate for the current study because the design allows for a broader investigation of
the research question and an academic progression that enabled me to understand the
differences and similarities of employee engagement among various leaders (see Yin,
2018). A single case study was inappropriate for this study because this design focuses on
addressing a single unit of analysis where the subject can serve as the controlled group
(see Scandola & Romano, 2021). A phenomenological study design was not suitable for
the current study because this type of design focuses on research topics from a subject's
point-of-view or experiences (see Moustakas, 1994). A grounded theory design was not
appropriate for the current study because a researcher uses the grounded theory design to

discover or create a theory based on data systemically obtained using a comparative analysis approach (see Chun Tie et al., 2019). An ethnographic design was not appropriate for this study because this design is used to study a specific social or cultural group better to understand the problem (see Black et al., 2021).

I gathered in-depth data through interviewing five top leaders of media organizations in Georgia who implemented successful strategies to increase employee engagement. Use of a qualitative multiple case study design enabled me to understand media leaders' influence and processes used to encourage employees to stay within their organizations.

To ensure data saturation, I asked the participants the same open-ended interview questions to receive thorough responses. I conducted personal, comprehensive interviews with five top media leaders who successfully increased employee engagement. Data saturation occurs when a researcher notices that when conducting their interviews no new information develops and the same themes keep coming up (Fofana et al., 2020). When conducting a case study, the researcher should consider and integrate all relevant information and data during the analysis process (Fofana et al., 2020). To achieve data saturation, I sought mutual themes by examining the interview transcripts for repeating words, expressions, and employee engagement terminology used by the participants during the analysis process.

Population and Sampling

Researchers using the qualitative approach should define their sampling strategy and offer a rationale for the selected technique to preserve the credibility of the studies

(Sabati, 2019). Purposive sampling, theoretical sampling, convenience sampling, and snowball sampling are some commonly used sampling techniques (Gill, 2020). The study's conceptual framework and research questions should be used when deciding on the most fitting sampling technique (Korstjens & Moser, 2018a). I used purposeful sampling to select participants because this sampling strategy allows researchers to deliberately choose participants who are knowledgeable about the phenomenon being studied (see Gill, 2020). Purposeful sampling boosts credibility and confidence in selecting participants and reassures the researcher that selected participants have experience with the phenomenon being studied to provide information significant to the research topic (Yin, 2018). I chose to use purposeful sampling to select participants whose experiences of increasing employee engagement could generate information-rich, high-quality data, which improves the likelihood of attaining data saturation (see Gill, 2020). By using purposeful sampling, I ensured that my sample size was acceptable.

The population of this study was five top leaders from different media organizations located in Georgia who implemented successful strategies to increase employee engagement in the workplace. Hennink and Kaiser (2022) asserted that a small sample size is satisfactory to address the research question while permitting the researcher to gather relevant data for their study (Korstjens & Moser, 2018a). A small sample size is essential in a case study when the conceptual framework is well defined and brief (Yin, 2018). A sample size of five to 45 is satisfactory for accomplishing information absorption in a study (Hennink & Kaiser, 2022). Small sample sizes tend to

be satisfactory for studies in which the researchers aim to offer substantial accounts of the phenomena (Mthuli et al., 2022). Large sample sizes are not required for new insights and powerful understandings within qualitative studies (Hennink & Kaiser, 2022). Data saturation can be tough to acquire because of specific limitations researchers combat while conducting a research study (Hennink & Kaiserl, 2022). Researchers should identify and select suitable participants to represent the phenomenon of interest (Squires & Dorsen, 2018). Without a satisfactory sample, researchers will not accomplish data saturation, meet the study goals, or make significant literature contributions (Squires & Dorsen, 2018). No universal model tends to exist for the data saturation process (Squires & Dorsen, 2018). In qualitative research, saturation occurs when gathering additional data and information becomes redundant and no new codes or themes emerge from the data (Hennink & Kaiser, 2022). With the achievement of data saturation, case studies usually do not require a minimum number of participants (Hennink & Kaiser, 2022). Instead, data saturation in case studies often occurs when an ample amount of deep data are collected (Squires & Dorsen, 2018). The quality of data matters and not the sample size. I interviewed eligible participants until data saturation was accomplished (see Fofana et al., 2020).

Ethical Research

The fundamental part of any profession is ethical proficiency, along with honesty, which acts as a mechanism for managing and confirming ethical behavior (Fielding-Miller et al., 2022). Ethical concerns could apply to all research study sections, starting

with the subject matter, the research problem, and data collection through interpretation (Alves et al., 2022). Attention to ethical attention tends to be tremendously essential and highly recommended throughout the entire research process (Fielding-Miller et al., 2022). Researchers should adapt to ethical and legal obligations to defend human participants (Fielding-Miller et al., 2022). The ethical principle of respect demands that researchers receive participants' informed consent via a written document (Fielding-Miller et al., 2022). The consent documentation included an explanation of the purpose of the study, potential risks and benefits to the participants, privacy protection of the participants, and the autonomy of participants to withdraw at any time (Alves et al., 2022).

Before collecting data, I received permission from Walden University's IRB committee. I requested each participant to read and sign the informed consent form I have created. I included my study's Walden University approval number, 03-27-23-1051511, once the number was obtained and provided an expiration date after the IRB committee approves my study. The contact details of Walden University's representative were included in the information on the consent form. To guarantee compliance with the ethical standards, I began collecting data after I received approval from Walden's IRB committee.

As part of the approval process, I completed a web-based training course on protecting human research participants and receive a certificate of completion. Other contact details on the consent form included my name, email address, and mobile telephone number. To ensure ethical principles were met, the consent form consisted of background information, processes, the nature of the study, the risk and benefits of the

study, compensation, and privacy. Before commencing interviews, I confirmed that each participant delivered an email reply agreeing to participate in my research. I also ensured that each participant understood the goals and purposes of the study, the voluntary nature of participation, the steps reserved to protect contributors, and the freedom to withdraw from the study at any time by contacting me via email or telephone to communicate their need to discontinue. I also obtained each participant's consent for recording the interviews.

Participants did not obtain incentives for their participation. Participants could withdraw from the study at any point before and during the interview process with verbal or written notice. I did not use the participants' names or the names of the organizations during my study. Researchers should demonstrate to IRBs that they have engaged in the required steps to guarantee that potential participants receive vital study information in a clear format (Sabati, 2019). The role of IRBs guarantees that the researchers protect human participants from potential problems (Lapid et al., 2019). Researchers' security of participants' private information is vital in decreasing the risk to study contributors (Alter & Gonzalez, 2018).

Informed consent was one of the multiple steps I took to guard the confidentiality of participants. The informed consent should preserve the privacy of participants' identities and connections (Alter & Gonzalez, 2018). To ensure confidentiality, I used alphanumeric codes to safeguard the identity of each participant and organization. I replaced the names of participants with identifier codes such as P1, P2, P3, and P4. All study documents will be stored in my combination safe for 5 years as required to protect

the confidentiality of the participants. I am the only person with the combination. After the mandatory 5 year holding period, I will destroy all study data and documents by shredding all paper archives and deleting all electronic records from storage media devices.

Data Collection Instruments

Data collection instruments are tools used by researchers to collect data during the research process (Roh et al., 2021). I was the primary data collection instrument. The researcher tends to be the most essential instrument for data collection within a study (Ehrmin & Pierce, 2021). As the researcher of the research study, I also used semistructured face-to-face interviews to collect data and be the most essential tool. Face-to-face interviews have been viewed as one of the foundations of standard data collection methods (Saarijärvi & Bratt, 2021). Face-to-face interviews are deemed synchronized in space and time and therefore sit as the most reliable source of real-time information (Saarijärvi & Bratt, 2021). Semistructured, face-to-face interviews were selected as the data collection method because semistructured interviews specifically reveal hidden cues and messages through body language and facial expressions. The semistructured, face-to-face interview method was chosen because the research topic allows for two-way communication, which encourages participants to express their views. The semistructured, face-to-face interview questions were created based on the research question, problem, and purpose statement. All participants were presented with identical questions for their interviews. An interview protocol plan was designed to make sure each interview had reliability. A dependable interview protocol is vital to gain significant

qualitative data (Evans et al., 2021). An interview protocol is also essential to safeguard the overall interview process and ensure that interviews produce inclusive information within a specific time frame (Evans et al., 2021).

I created an interview protocol to ensure I receive pertinent and inclusive information. Jacob and Furgerson (2015) suggested an interview protocol tactic as being led by a specific topic that interests an individual, in this case, the research topic. The topic of employee engagement leads to the second factor, ensuring each question is driven by research (Jacob & Furgerson, 2015). The third factor of the interview protocol is to create a script for the beginning and end of the interview to ensure the reliability and confidentiality of the interview are again known and understood (Jacob & Furgerson, 2015). The fourth through sixth factors of the interview protocol is to make sure the interview questions are open-ended and open the conversation with warmup questions, such as asking the interviewee their name and background concerning the topic (Jacob & Furgerson 2015). The final factors of the interview protocol are to make sure the researcher is able to make on-the-spot revisions to their interview protocol based on the engagement from the participant, not make the interview too long, and make the participant aware that the researcher may be reaching out to the participant for a shorter interview to clarify some of their responses if needed, within a specific timeframe (Jacob & Furgerson 2015).

The interview protocol developed (see Appendix D) reminds the researcher and participants to understand their roles within the interview process. In addition to following the interview protocol created, I used an audio recording device to record all

participant interviews. I used a pen and journal to take notes while also restating to each of the participants that their participation in the study is voluntary; they can leave at any time and reminded each participant that their information, the recorded interviews, and the transcribing of the interviews are protected.

The reliability and validity of a research study rely on the overall appeal of the quality of information based on the researcher's efforts. When an audience reads a research study, they are thinking about the dependability of the research based on the thoroughness of the research study design, the credibility of the researcher, the authenticity of the results, and the applicability of the research procedures (Rose & Johnson, 2020). Several techniques are used to increase credibility within qualitative research studies, such as member checking, which will be used within the research study. Lincoln and Guba (1985) defined member checking as a tactic that encourages returning the research results to the participants to allow participants to approve or deny the truthfulness of the data interpretations made by the researcher. The member-checking process within the research study is necessary because member-checking encourages the researcher to verify the claims made by validating the results with the people who spoke the words. I shared the data analysis collected after interviews with each participant to guarantee that my interpretation of their responses is accurate. I made necessary modifications based on feedback from the participants if needed.

Data Collection Technique

I used semistructured interviews as the data collection technique guided by the interview protocol developed (see Appendix D). Semistructured interviews generally

involve dialogue between the researcher and the participant, directed by an adaptable interview protocol and extended follow-up questions, inquiries, and interpretations (DeJonckheere & Vaughn, 2019). Semistructured interviews encourage the researcher to accumulate open-ended data, investigate participant thoughts, mindsets, and philosophies about a particular topic, and explore personal and complex problems (DeJonckheere & Vaughn, 2019). There are several advantages and disadvantages to conducting semistructured interviews, such as the interviewee not being an open participant (Saarijärvi & Bratt, 2021). Some people have trouble conversing, especially when discussing sensitive topics such as work and home. Other disadvantages of semistructured interviews include the researcher/interviewer doing a poor job of probing the participant for information or asking follow-up questions, failing to be an active listener, and lacking open-ended questions. Nevertheless, semistructured interviews have advantages, such as having a tool to collect new data relevant to the topic at hand, validating research results through member-checking, and exploring interviewees' mindsets and ideals about a particular topic (Saarijärvi & Bratt, 2021).

Within semistructured interviews, recording devices are encouraged because recording devices allow the interviewer to focus on the interview and build a relationship rather than being sidetracked by extensive notetaking (DeJonckheere & Vaughn, 2019). Before conducting the interview, I reminded participants that the interview will be recorded for data collection purposes, and they can refuse to be recorded at any time. Each interview was slated to be 60 minutes, with an extra 30-min grace period if a participant runs over time giving pertinent information to the topic. I conducted the

interviews in English on a telephone or video call in a quiet room, ensuring that the

participants' privacy is valued and that no one is eavesdropping on the interview. I had a

notepad available to write down any further information I want to investigate. After each

interview, I engaged in the member-checking process with each participant to ensure that

the research topic is thoroughly covered within the final analysis and help manage the

researcher's personal bias (DeJonckheere & Vaughn, 2019). I shared the data results and

interpretation with the participants as I conducted the follow-up member checking

interview so that participants' interpretations are authentic.

Data Organization Technique

Data organization is the repetition of cataloging data by classification to make raw

data understandable to the audience (Hartson & Pyla, 2019). Compiling a separate and

orderly database of interview results within a narrative and numeric form is the best way

to stay organized (Yin, 2018). I used MAXQDA for information storage, data coding and

collecting, theme categorizing, and organizing the interview comments in memo forms.

MAXQDA offers an additional layer of protection to safeguard study materials with a

password (Oswald, 2017). With the MAXQDA software, I organized my data by

categorizing interview transcripts by the phase in which the data will be collected (for

example, Phase 1 and Phase 2). I read the interview transcripts straight in the MAXQDA

software dashboard because I was able to enlarge the text and screen size, along with

turning up the audio on the interview if needed for clarity. Fortunately, because the

MAXQDA software was downloadable, I had the opportunity to have all the electronic

records of my research study materials with me at any given moment for reference or to

add notes. The MAXQDA software helped ensure the security that all research

information was protected and unlikely to be lost within the online space.

I recorded the interviews using my Mac Laptop and iPhone recording features and

used a journal to take small notes to refer to during the data analysis phase. I assigned a

unique code to all participants to protect their identities and maintain the discretion of the

information given. Privacy information is essential for me, as the researcher, to explain to

the participants that their information will be protected at the highest level by ensuring

password and biotech protection for the security and privacy of research interview notes,

videos, audio recordings, transcripts, consent forms, emails, and hard copy data sources,

if applicable. All electronic files will be password protected, and I will keep all files

safely secured in my home. At the end of the allotted 5 years of data protection, I will

destroy all hard and soft copy records by shredding the files and deleting the soft copies

from the computer's hard drive.

Data Analysis

A researcher should have an appropriate strategy to examine their research study

data. Data analysis is performing specific evaluations to extract relevant information from

data (Ibrahim, 2015). One of the ways to test the validity of data is through triangulation.

Triangulation tends to confirm that the research study correctly presents the participant's

perspective (Yin, 2018). Triangulation is the use of several procedures or data sources

within qualitative research that aid in developing a complete understanding of a

phenomenon (Carter et al., 2014). I used methodological triangulation pulling data from

the participant interviews and internal company documents, such as employee welcome

onboard packages, policies, and procedures regarding employee engagement. I completed the data analysis rationally and chronologically.

The data analysis process involved thorough and dependable procedures that involved specific phases to guarantee the validity and reliability of the research study results. Phase 1 consisted of gathering and prepping the research data for analysis. Phase 2 consisted of examining all collected data. Within Phase 2, I acknowledged the clarification of research findings and screened the data to see if any results were unrelated to the research question or the overall purpose of the research study. Phase three consisted of the coding process, where the separation of the research data will begin (Yin, 2018).

To aid in analyzing the data, I listened to the recorded interviews and reviewed the internal company documents given by the participants and found through the company's online platforms. Data analysis entails coding, reviewing, categorizing, defining, and combining familiar contexts to identify surfacing themes and conclusions (Yin, 2018). I used MAXQDA Analytics Pro software to aid in sorting, coding, and organizing the data obtained from my research. I imported, sorted, coded, and managed the data once I transcribed the interviews' audio recordings. To verify the interpretation of the collected data, I used member-checking as a part of the data analysis involving the participants. Furthermore, I compared the resulting themes to the conceptual framework to check for agreement or disagreement between the two and compare my results with the newly published studies.

Reliability and Validity

Researchers should create the highest quality of work possible when conducting research. Therefore, researchers should employ detailed strategies to guarantee the reliability and validity of the research study. Reliability is defined as the degree to which the research study results could be reproduced by another researcher when the research study is repeated under the same conditions (Roberts et al., 2006). In addition to reliability, research should also contain trustworthiness regarding the data used to make overall decisions about the research study results. Trustworthiness is a standard by which research design quality is judged. Trustworthiness is determined by exhausting all aspects of validity and reliability (Yin, 2018). Validity is the degree to which the research study results measure what they were supposed to measure (Rose & Johnson, 2020). To achieve the maximum quality of qualitative research, I used the following four standards: dependability, credibility, transferability, confirmability, and data saturation.

Reliability

Reliability indicates how consistently a method measures something (Roberts et al., 2006). I addressed dependability through member-checking as a beneficial method to confirm the credibility and dependability of my research study results. I also used the methodological triangulation strategy, which uses multiple data sources to guarantee the study's reliability. Methodological triangulation is a beneficial tactic because methodological triangulation aids in avoiding flaws and research bias, which could be present when using a single research tactic (Carter et al., 2014). I used an audit trail to establish the confirmability of my research study results by clearly explaining the steps

taken from the beginning of the research project to the developmental process and, finally, the conclusion of the findings. I evaluated all actions within my research study to ensure that all the collected data is of the highest reliability and validity.

Dependability

Dependability is defined as using a specific method to produce the same results repeatedly (Janis, 2022). Dependability is connected to trustworthiness because dependability helps determine whether the research study results are constant and can be repeated (Janis, 2022). Dependability could also be defined as the steadiness of data over time and circumstances (Fusch et al., 2018). The dependability procedure method contains participants or members reviewing and validating the research data to confirm that the assessments are correct (Fusch et al., 2018). I used the interview protocol and ask the same questions to all research participants to ensure dependability.

Validity

Validity is defined as how precisely a method measures what that method is proposed to measure (Rose & Johnson, 2020). In another context, fact shows how well researchers can speak about the context of the research study that represents reality (Yin, 2018). Although validity is harder to assess, the methods a researcher uses to collect data should be valid, meaning that the research should measure what it was anticipated to measure at the end of the study (Rose & Johnson, 2020). A valid measurement is usually reliable. Therefore, if a test within the research study could produce accurate results, the research should be reproducible (Fusch et al., 2018).

Credibility

Credibility is the assurance that can be placed in the accuracy of the research results (Closa, 2021). Credibility institutes whether the research results embody practical information drawn from the participants' data and correctly interpret the participants' original viewpoints (Closa, 2021). Researchers could use member checking, persistent observation, triangulation, and an interview protocol to achieve validity (Fielding, 2020). Member-checking and identifying research results by the participants are more than validity checks; they are accountability techniques that ensure data credibility (Naidu & Prose, 2018). I used the interview protocol method, member checking, and methodological triangulation to ensure credibility.

Transferability

Transferability is the degree to which the results of a research study could be transferred to other settings or surroundings with other researchers or audience members (Closa, 2021). Through transferability comes thick description, which is described as the performance and experiences and the participants' context so that their behavior and experiences become more meaningful to a stranger (Maxwell, 2021). Transferability does not involve broad assertions but requests that research readers make links between elements of a research study and their own experience (Closa, 2021). I provided a detailed methodological method that includes selection criteria for the participants, which other researchers could follow.

Confirmability

Confirmability is the degree to which other researchers could confirm the study's findings if they reproduce the process (Closa, 2021). Confirmability entails creating data and interpretations of the research results that are not fabrications of the questioner's imagination but result from the data produced (Chung et al., 2020). A consistent data collection process could lead to confirmability if the research data is rational with applicable and inclusive interpretations (Haven & Van Grootel, 2019). I will follow systematic procedures to ensure data accuracy and use the triangulation method to support results from the interviews with multiple data sources such as interview notes and review of employee welcome documents. I also used an audit trail detailing the research study's data collection, analysis, and interpretation process to ensure confirmability.

Data Saturation

Data saturation is the moment within a research process where sufficient data has been gathered to create conclusions, and any further data collection would not produce beneficial insights (Fofana et al., 2020). Data saturation is reached when no new data, themes, coding, or ability to replicate the study is shown (Leese et al., 2021). Data saturation is hard to measure; therefore, depending on the study design and researcher, one cannot automatically know when and how one will reach data saturation (Fofana et al., 2020). Data saturation is not about the number of interviews, for example, but about the depth of the data (Leese et al., 2021). I used interviews with five participants that are top media leaders as a method to reach data saturation. I also used methodological

triangulation to ensure that my research data was rich in depth and that data saturation was reached.

Transition and Summary

In Section 2, I presented a detailed view of the study's purpose and then discussed my role as a researcher. I mentioned the study participants and provided additional information about the research methodology and design, the study's population and sampling, and a discussion on ethical research considerations. I also explained data collection instruments, data collection techniques, data organization techniques, and my data analysis approach. I also provided a detailed description of the reliability and validity of the process, which included discussions about dependability, credibility, and transferability. Section 2 sets a resilient foundation for the transition into Section 3, which will include a presentation of the research findings, applications to professional practice, implications for social change, recommendations for action, suggestions for further research, reflections, and an overall conclusion.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative, multiple case study was to explore strategies that media leaders use to improve employee engagement. In this section, I present the findings from my interviews with five media leaders responsible for creating or implementing employee engagement strategies. Through analysis of the data collected, I found that the organization leaders have not employed a substantial amount of time and attention toward cultivating their employee engagement levels. The following three themes emerged from participants' responses about their strategies to engage employees: (a) communication, (b) employee involvement, and (c) employee training and development.

Presentation of the Findings

In presenting the findings of this study, I review all the themes that emerged from the semistructured interviews with five media leaders and the lack of company documents provided by the participants. The overarching research question for this study was: What strategies do some leaders in media organizations use to increase employee engagement? To answer the research question, I conducted audio-recorded, telephone interviews with five leaders from media organizations located in Georgia.

I used Yin's (2018) five-step data analysis process to analyze the collected data in this study. First, I compiled information from each interview and conducted member checking for validation. Next, I disassembled the data corresponding to each participant and interview number for manual analysis before reassembling and analyzing the data

manually for themes. Next, I highlighted the themes inside of a Microsoft Word document based on the manual analysis results. The data were then reassembled and analyzed manually again for themes. I imported the data into MAXQDA 2022 software, where they were disassembled, reassembled, and interpreted. My interpretation of the data within the software revealed themes that supported the manual analysis results: (a) communication, (b) employee involvement, and (c) employee training and development.

Theme 1: Communication

Communication is an essential aspect of employee engagement in media organizations. Without effective communication, employees may not fully understand their role in the organization, their responsibilities, or the expectations of their job (Battiston et al., 2021). In Herzberg's two-factor theory of employee motivation, the importance of communication in promoting employee engagement is emphasized (Battiston et al., 2021). According to Herzberg (1959), employees are more likely to be motivated and engaged when they feel a sense of ownership over their work and can contribute their ideas and feedback to the organization. Participant 2 (P2) said, "Consistently have one-on-one conversations with the team and try and get and get what we need from them while also having like have them engage with us just as much as we try and engage with them." P2's comment emphasizes the importance of effective communication in promoting employee engagement in media organizations. One-on-one conversations and mutual engagement between leaders and employees can help to build trust, rapport, and a sense of ownership in the organization's success. Unanimously, all participants agreed that face-to-face communication was the most successful way to

communicate with their employees to support discussions and transparency in their job roles.

Face-to-face or one-on-one communication is a fundamental form of human interaction that has been utilized throughout history. In essence, face-to-face communication involves the exchange of verbal and nonverbal cues in real-time between two or more individuals (Battiston et al., 2021). because individuals can interpret the nuances of tone, facial expressions, and body language (Mascia et al., 2021). Face-to-face communication facilitates a more personal connection between individuals, creating a sense of trust and empathy that is difficult to replicate through other forms of communication. While advancements in technology have made it possible to communicate with others remotely, face-to-face communication remains a critical component of personal and professional relationships. P1 stated that, "I always want to find a way to grow people personally and professionally, so you know, everyone has certain goals, family goals, short-term goals, long-term goals." P1's comment highlight the importance of vulnerable and authentic communication and how communication generates support, involvement, and increased employee engagement. By prioritizing effective communication, organizations can create a more engaged and motivated workforce, leading to improved performance and outcomes. P4 stated that, "…I really enjoy getting to know new employees walking around the building and talking to pretty much get to know them one on one." P4's statement highlights the importance of effective communication in employee engagement. One-on-one and group interactions provide opportunities for managers to establish relationships with their employees and

create an environment of open communication. Regular communication, such as walking around the building and talking to employees, could foster trust and build morale within the organization (Mascia et al., 2021).

If the participants' organizations would have had archival documents available, I would have used them to support this theme. Unfortunately, none of the leaders had company documents that spoke to the nature of the organization's strategies for employee engagement. Although the companies did not have internal documents to share, online research showed that organizations H0, H4, and H5 stood out for having high employee engagement and satisfaction levels. The organizations consistently received 4.0–5.0 on a scale of 1.0–5.0; those reviews were great. They were reviews from their previous employees on various online platforms, such as Glassdoor and Indeed. These reviews highlight positive work cultures, supportive management, and opportunities for growth and development. The positive work culture is a clear indication that the strategies for increasing employee engagement explored in the study could be successfully implemented in media organizations.

In the two-factor theory, Herzberg (1959) explained that employees are motivated by two sets of factors: hygiene factors and motivators. Hygiene factors refer to the basic needs that must be met for employees to be satisfied with their job, such as job security, working conditions, and salary (Herzberg, 1959). Motivators refer to the factors that promote employee engagement, such as recognition, growth opportunities, and a sense of achievement (Herzberg, 1959). Communication falls under the category of motivators, which aligns with Herzberg's theory because it promotes employee engagement and

helps them create a sense of ownership over their work. When employees feel that their

opinions are valued and that they have a say in the organization's decision-making

process, they are more likely to be engaged and committed to their work (Battiston et al.,

2021). In the research study, P2 emphasized the importance of one-on-one conversations

and mutual engagement between leaders and employees to build trust and rapport as well

as promote employee engagement.

Face-to-face communication, which was highlighted as the most successful way

to communicate with employees in the current study, aligns with Herzberg's theory

because it promotes a sense of personal connection and empathy between individuals.

When leaders communicate face-to-face with their employees, leaders are better able to

understand employees' needs, goals, and concerns, leading to a more engaged and

motivated workforce. In the study, P4 indicated the importance of effective

communication in employee engagement, specifically through one-on-one and group

interactions. I found that providing welcome kits and information to new employees

could facilitate a smooth onboarding process, leading to a positive first impression of the

organization. Providing welcome kits and information aligns with Herzberg's hygiene

factors the practices provides the basic needs that must be met for employees to be

satisfied with their job. When new employees have a clear understanding of the

company's expectations, they are more likely to be satisfied with their job, leading to

increased engagement and commitment to the organization (Battiston et al., 2021).

Organizational leaders who do not provide welcome kits and information to their

employees may be missing out on an opportunity to establish a positive first impression

and facilitate a smooth onboarding process (Busse & Weidner, 2020). Without a clear understanding of the company's expectations, new employees may experience confusion or frustration, leading to a negative perception of the organization. Leaders who fail to provide welcome kits and information risk hindering the onboarding process and potentially deterring new employees from staying with the company long term. Effective communication, specifically in face-to-face settings, between an employee and an employer is strongly linked to engagement within an organization.

Theme 2: Employee Involvement

Employee involvement is a critical aspect of increasing employee engagement in media organizations. Involvement can take many forms, from encouraging employees to share their ideas and feedback to involving employees in decision-making processes. By involving employees in the organization's goals and strategies, employees are more likely to understand the impact of their work and feel a sense of ownership over their role in the company (Neirotti, 2020). P3 stated that,

> We regularly hold, you know, all hands-on meetings to, you know, discuss things that we have been working on or working through in our department specifically as a team and anything we can do to work better as a team together through that, you know, we always have an open inbox, you know.

This sense of involvement and investment can lead to higher levels of engagement, productivity, and job satisfaction. P3's comment shows the importance of effective communication in promoting employee engagement. By providing regular opportunities for open communication and feedback, organizational leaders can foster a culture of

transparency and collaboration, which can increase employee involvement and motivation.

P1 stated that,

We meet frequently and kind of hold people accountable. You know, there has to be a clear goal…each person needs to be able to understand you know what's expected of them and be able to do it on their own.

P1's comments are a critical component of promoting employee engagement. By involving employees in goal-setting and decision-making processes, organizations can increase employee investment and motivation in their work (Van Assen, 2021). Clear goals can help employees understand how their work contributes to the organization's success, while accountability can help to ensure that everyone is working together towards the goals. Additionally, involving employees in decision-making processes could provide a sense of ownership over their work and help to create a culture of collaboration and teamwork (Van Assen, 2021). By meeting frequently and discussing progress towards goals, organizations could ensure that employees are on track and have the support they need to succeed.

P2 stated, "giving them the opportunity to develop their own style and methods, you know, using their problem-solving skills to get to the, you know, positive result, and I think is the best way to do that." P2's comments highlight the importance of empowering employees to use their problem-solving skills and develop their own styles and methods, which is another critical component of employee involvement. P5 explained that "Having employees step up and get involved express themselves. A lot of

people won't do it in a group, but just speaking one-on-one on the side within any situation, it's always better. They're more open, receptive to." P5's statement indicates the importance of employee involvement in the workplace. Encouraging employees to step up and express themselves could lead to increased engagement and productivity. However, not all employees are comfortable speaking up in a group setting, which is why one-on-one communication is crucial. By taking the time to speak with employees individually, managers could create a safe and supportive environment that encourages open and honest communication. Speaking individually, in turn, could lead to a more engaged and involved workforce because employees feel heard and valued.

In the two-factor theory, Herzberg (1959) suggested that employee involvement is a key component of employee engagement. According to Herzberg, employees must have opportunities to participate in decision-making processes and feel a sense of ownership over their work to be truly engaged in their jobs. When employees are involved in decision-making processes and feel that their contributions are valued, they are more likely to feel invested in their work and motivated to perform at their best (Herzberg, 1959). Decision-making processes and employee involvement align with the two-factor theory in which Herzberg stated that by providing opportunities for open communication and feedback as well as empowering employees to use their problem-solving skills and develop their own approaches, organization leaders could promote a culture of innovation, creativity, and ownership. When employees feel that their contributions are valued, they are more likely to be engaged in their work, motivated to perform at their best, and satisfied with their job.

Employee involvement not only benefits the organization but also provides employees with a sense of purpose and accomplishment, which could further increase their engagement and motivation (Wood, 2020). If the participants' organizations would have had archival documents, I would have reviewed them to find further support for the theme. Unfortunately, none of the leaders had company documents that spoke to the nature of the organization's employee involvement. Nonetheless, to foster employee involvement, media organizations should create a culture that values and promotes employee input. Employee involvement could be achieved through regular communication and opportunities for feedback as well as by creating a work environment that encourages collaboration and teamwork.

Theme 3: Employee Training and Development

Employee training and development is a critical component of promoting employee engagement in media organizations. Through training and development programs, employees can gain new skills and knowledge, which can help them to perform their jobs more effectively and efficiently (Watson, 2022). Training and development can lead to increased job satisfaction and a sense of accomplishment, which can further enhance employee engagement. P1 stated that, "we as a television station, a traditional television station, must continue to morph and grow." P1's statement expresses the importance of adapting to changes in the media industry and why employee training and development programs are crucial. For media organizations to stay competitive and relevant, their employees must be equipped with the latest skills and knowledge necessary to meet the changing demands of the industry. P2 agreed by adding,

"But first, you know, just basically trade them the basics and why and explain why I do it that way." This statement emphasizes the importance of providing employees with a solid foundation of knowledge and skills through basic training that is followed by more advanced and specialized training programs. The training and development approach not only helps employees perform their job functions more effectively but also gives them a deeper understanding of how their work fits into the larger goals and objectives of the organization. By taking the time to explain the "why" behind their tasks and processes, employees can feel more invested in their work and understand how their contributions help the organization achieve success (Watson, 2022). Investing in training and development programs could help media organizations stay ahead of the competition because their employees are then able to stay up to date with the latest industry trends and technologies. By doing so, organizations could also increase employee satisfaction, motivation, and engagement because employees will feel confident in their abilities and value their contributions to the organization's success (Lee, 2020). Training and development programs could help to promote a culture of learning and continuous improvement within the organization.

Providing employees with opportunities for training and development could signal that the leaders value employees' growth and development, which could improve employee retention and overall organizational success. P5 explains,

Uh, mostly one-on-one, hands-on. I tried. I used to have a habit of. Kind of taking control, showing people have done. But later on, I realized that. When they do it

> with repetition, it's always better so. Allow hands-on training. Really, almost store people to the fire, but. Behind them with support.

P5 highlights the importance of hands-on, one-on-one training for employees. By allowing employees to learn and practice tasks with repetition and support, they are more likely to develop the necessary skills and confidence to perform well. P3 agrees by stating,

> We will work with you and consistently work with you to see till people are like comfortable announcements can start, you know, taking ownership of the what of their, of their role in the department and on the team.

P3's statement highlights the importance of providing ongoing support and guidance to employees as they develop their skills and take on new responsibilities. The support approach is especially important when help comes to training and development programs, as employees may need additional support and encouragement as they learn new skills and adapt to new roles within the organization (Lee, 2020). By working closely with employees and providing them with the resources and support they need to succeed, media organization leaders can help build a culture of continuous learning and improvement.

When employees feel that they have the necessary skills and knowledge to perform their job functions effectively, they are more likely to feel confident and empowered in their roles. Employee training and support could lead to increased job satisfaction, engagement, and productivity, which can ultimately benefit the organization. According to Herzberg's two-factor theory, the presence of motivators, such as

opportunities for growth and development, recognition, and achievement, are critical

drivers of employee engagement and job satisfaction (Herzberg, 1959). When employees

are given the chance to learn new skills, take on new challenges, and advance in their

careers, they are more likely to feel invested and engaged in their work.

Through training and development programs, employees could gain new skills

and knowledge, which can help them perform their jobs more effectively and efficiently

(Watson, 2022). This sense of competence and mastery over their work can lead to

increased job satisfaction and engagement (Lee, 2020). As employees feel more

confident in their abilities, they are more likely to take ownership of their work and

become more proactive in finding solutions to problems. This ownership mentality and

proactivity could lead to increased engagement and productivity, benefiting the

organization (Lee, 2020). Employee training and development programs could help to

create a culture of continuous learning and improvement within the organization. When

employees are given opportunities to learn and develop, they are more likely to take an

active interest in their work and seek out new ways to improve their performance (Lee,

2020). This culture of continuous improvement can lead to increased innovation and

productivity, as employees are constantly looking for new ways to do things better

(Watson, 2022). By providing employees with opportunities for growth and development,

organizations could increase employee confidence, competence, loyalty, and

commitment. Opportunities for growth and development and employee training and

development align with Herzberg's two-factor theory, which emphasizes the importance

of providing employees with motivators, such as opportunities for personal and

professional growth, recognition, and achievement, to increase job satisfaction and engagement. When companies invest in their employee's growth and development, leaders send a message that they are committed to their employees' success and well-being (Urbancová et al., 2021). Employee growth and development investments could help foster a sense of loyalty and commitment among employees, leading to increased engagement and productivity.

Applications to Professional Practice

In today's competitive business environment, employee engagement has become critical to achieving organizational success. Engaged employees tend to be motivated, committed, and willing to go the extra mile to achieve the company's goals. Engaged employees are also more likely to stay with the organization and be productive, leading to increased profits and customer satisfaction. This research study provides insights into how media organization leaders could improve employee engagement by focusing on communication, employee involvement, and training and development.

The researcher found that Theme 1, communication, is crucial for employee engagement. When employees feel that their voices are heard and that they are part of the decision-making process, they are more likely to be engaged (Nadeem, 2021). The use of regular team meetings, open-door policies, and feedback mechanisms are effective ways of enhancing communication within an organization (Mascia et al., 2021). Theme 1 aligns with research conducted by the Chartered Institute of Personnel and Development (2023), which found that organizations with effective communication practices have higher levels of employee engagement and better performance outcomes.

Employee involvement, Theme 2, is another critical factor identified in the study as being essential for employee engagement. When employees are allowed to participate in decision-making, they feel a sense of ownership and responsibility for the organization's success (Neirotti, 2020). Ownership and responsibility could be achieved through regular team meetings, setting clear goals and objectives, and providing employees autonomy and trust. The findings of the study support the work of Heskett et al. (1997), who found that employee involvement positively influences job satisfaction and organizational commitment. Organizational leaders who empower their employees by involving them in decision-making processes could create a sense of ownership and responsibility among employees, which could lead to increased engagement and commitment.

Finally, the study highlights the importance of Theme 3, training and development for employee engagement. Providing employees with opportunities for training and development not only enhances their skills and knowledge but also demonstrates the leaders' commitment to their growth and development (Watson, 2022). Opportunities for training and development could lead to increased job satisfaction and motivation, which, in turn, leads to higher levels of engagement. Theme 3 is consistent with the work of Guest (2014), who identified training and development as a critical driver of employee engagement. Organizational leaders who invest in the professional growth and development of their employees could create a sense of purpose and fulfillment among employees, leading to increased motivation and engagement.

Moreover, offering training and development opportunities can help organizations retain top talent and improve their competitive edge.

The findings of the study could have significant implications for the professional practice of business. Organization leaders could benefit from adopting these strategies to improve employee engagement and, in turn, increase their performance outcomes. Organizational leaders could create a culture that values and supports their employees by prioritizing communication, employee involvement, and training and development. Prioritizing the themes, in turn, could lead to increased employee satisfaction, productivity, and profitability. For example, media organization leaders could implement regular team meetings to enhance communication and employee involvement. The meetings could be used to discuss current issues, set goals and objectives, and provide feedback. Open-door policies could also be implemented, allowing employees to voice their concerns and ideas to management. Media organization leaders who establish open door policies are better prepared to create a culture of transparency and trust which could improve employee engagement.

Leaders of media organizations could provide opportunities for training and development, such as on-the-job training, mentoring, and job rotation. By doing so, employees could enhance their skills and knowledge, increasing job satisfaction and engagement. Training and development could also provide employees with opportunities for career advancement, which could further enhance their engagement and commitment to the organization. The applicability of the findings to professional practice is significant in that they could be used to provide realistic strategies that organization leaders could

use to create a culture that values and supports their employees. Organization leaders who prioritize employee engagement could enhance their performance outcomes and achieve sustained success in today's competitive business environment.

Implications for Social Change

Employee engagement has become a critical area of research in recent years as organization leaders seek to improve their performance and sustainability. This research study has significant implications for social change, as the findings could affect the behavior of organizations, institutions, and cultures.

One of the critical implications of the study is that organization leaders need to focus on employee involvement to increase engagement levels. The study found that employees who were given opportunities to participate in decision-making and had a say in how their work was done were more engaged than employees who did not have such opportunities. The finding is significant because the results suggest that organizational leaders could improve employee engagement by empowering their employees to make decisions that affect their work.

Another implication of the study is that organization leaders need to focus on employee training and development to increase engagement levels. The study found that employees who were given opportunities to learn and grow were more engaged than employees who did not have such opportunities. The finding is significant because it suggests that organization leaders could improve employee engagement by investing in their employees' development.

The research study also has significant implications for the media industry. Media organization leaders are facing increasing pressure to adapt to changing consumer behaviors and preferences, technological advances, and a rapidly changing media landscape (Malmelin & Virta, 2021). The findings of the study suggest that media organization leaders could improve employee performance and overall well-being by increasing engagement levels. An increase in engagement levels could be achieved by focusing on employee involvement, training, and development.

Results of the study has implications for society. Engaged employees are more productive, innovative, and committed to their work, which could lead to better organizational performance and contribute to economic growth. Engaged employees are also more satisfied with their work and less likely to leave their jobs, which could reduce turnover and the associated costs. In addition, engaged employees are more likely to be satisfied with their lives outside of work, which could contribute to overall well-being and happiness.

The implications of the study extend beyond the media industry and could be applied to other sectors as well. For example, organization leaders in the healthcare industry could improve their performance and overall well-being by increasing employee engagement levels. Engaged healthcare employees are more likely to provide high-quality care and contribute to positive patient outcomes. The same is true for organization leaders in the education sector, where engaged employees are more likely to provide high-quality education and contribute to positive student outcomes. The findings could contribute to improved organizational performance, reduced turnover, and overall well-

being for employees. Furthermore, the study has implications for society, as engaged employees could contribute to economic growth, positive outcomes in healthcare and education, and overall well-being and happiness.

Recommendations for Action

Based on the findings of the research study, there are several recommendations for action could be suggested. The recommendations are based on the identified factors that could impact employee engagement, such as communication, employee involvement, and employee training and development.

Firstly, I recommend media organization leaders prioritize communication as a means of improving employee engagement. Prioritizing communication could be done by establishing regular channels of communication between management and employees, such as holding all-hand meetings and providing an open inbox for feedback and suggestions. Leaders could also implement effective communication strategies, such as active listening and transparent communication, to ensure employees feel heard and valued.

Secondly, employee involvement should be promoted as a key aspect of employee engagement. Employee involvement includes providing opportunities for employees to contribute to decision-making processes and take ownership of their roles within the organization. One way to achieve employee involvement is by establishing employee committees or task forces that could work on specific projects or initiatives. Employee involvement not only increases employee engagement but also promotes a sense of teamwork and collaboration within the organization.

Thirdly, employee training and development should be prioritized as a means of increasing employee engagement. Leaders could provide training and development programs that help employees to acquire new skills and knowledge, which could make employees feel more confident and motivated in their roles. Providing career development opportunities, such as mentorship programs and internal job postings, could increase employee engagement by providing employees with a sense of purpose and direction.

In terms of who needs to pay attention to the recommendations, it is important that senior leaders and human resource staff within media organizations take action to implement communication, employee involvement, and employee training and development strategies. Leaders at all levels should also be trained on how to effectively communicate and involve their employees, as well as how to identify opportunities for employee training and development.

Finally, the results of the study could be disseminated through various channels such as conferences, workshops, and training programs. The findings could also be published in industry publications and shared on social media platforms to reach a wider audience. Media organization leaders could create internal communication plans to ensure all employees are aware of the importance of employee engagement and the strategies that are being implemented to improve engagement overall and individually. By prioritizing communication, employee involvement, and employee training and development, organization leaders could create a more engaged and motivated workforce, leading to increased productivity and success. Organization leaders should understand the

importance of acting on these recommendations and continuously evaluate and adapt their employee engagement strategies to ensure long-term success.

Recommendations for Further Research

Recommendations for further study related to improved practice in business include the need to investigate employee engagement in different industries, such as healthcare or technology, to determine if the strategies identified in the research are applicable across various sectors. Future studies could also explore the impact of employee engagement on business outcomes, such as productivity, turnover rates, and profitability, to further demonstrate the importance of employee engagement in the workplace.

To address the limitation of transferability, future research should include a diverse range of participants and settings to determine the generalizability of the findings. Future research could include conducting the study in multiple countries or regions with varying cultural and socioeconomic backgrounds to determine if the strategies identified are effective in different contexts.

To address the limitation of limited data in company documents, future studies could employ mixed methods research designs that incorporate both qualitative and quantitative data collection methods. Employing mixed methods research designs would allow for a more comprehensive understanding of employee engagement by gathering data from multiple sources, such as surveys, interviews, and document analysis.

Finally, to address the limitation of participant bias, future studies could employ strategies such as anonymous surveys or interviews conducted by a neutral third party to

reduce the potential for socially desirable responses. Researchers could also use triangulation methods, such as comparing data from multiple sources or asking follow-up questions to verify participant responses to ensure the accuracy and validity of the data collected.

Dissemination of the results could be achieved through publication in academic journals, presentations at conferences, and training programs for managers and HR professionals. The results could be shared with professional organizations such as the Society for Human Resource Management to inform best practices in employee engagement across industries.

Reflections

Going through the DBA doctoral study process has been both challenging and rewarding. In the beginning, I had some personal biases and preconceived ideas about the research topic. Being a marketing expert, I had some initial assumptions and ideas about how employee engagement strategies in media organizations could impact business performance. However, I realized the assumptions could potentially affect the research outcome, so I approached the study with an open mind and willingness to challenge my own beliefs.

During the research process, I conducted interviews with participants from different media organizations, which allowed me to gain insight into their unique perspectives and experiences. However, being a busy mom with a family, I sometimes struggled to find a balance between my research work and my family responsibilities. This led me to realize the potential effects of my own situation on the participants or the

situation being studied. For example, I may have unintentionally influenced the participants' responses or made assumptions about their experiences based on my own situation.

As I progressed through the study, I became more aware of the importance of acknowledging and addressing personal biases and preconceived ideas in research. I also learned to appreciate the value of diverse perspectives and experiences and the need to consider diverse perspectives when interpreting research findings. Additionally, I gained a deeper understanding of the importance of time management and balance in managing both my research work and family responsibilities.

Overall, the DBA doctoral study process has been a transformative experience for me. The process has challenged my assumptions, expanded my knowledge and skills, and deepened my understanding of the importance of ethics and balance in research. I am grateful for the opportunity to have gone through the process and look forward to applying the knowledge and skills I have gained to my future work in the field of marketing.

Conclusion

In conclusion, the research study provides essential insights and implications for businesses in various industries. The findings suggest employee involvement, training and development, and leadership support are crucial for enhancing employee engagement and promoting positive organizational outcomes. Using a qualitative and multiple-case research method, the study also identified key themes and subthemes that contribute to creating a supportive work environment and a culture of engagement.

The implications of the study are significant and extend beyond media organizations. Organization leaders could improve employee retention, productivity, and job satisfaction by promoting employee engagement, leading to positive business outcomes. Engaged employees are also more likely to provide high-quality customer service, resulting in increased customer loyalty and revenue. Thus, businesses should consider implementing the strategies outlined in this study to improve employee engagement and ultimately benefit their bottom line.

There are limitations to the study that should be considered in future research. The transferability of the study findings to other industries and settings is limited, as the study focused solely on media organizations. Using qualitative research methods and a small sample size may limit the generalizability of the findings. Future research could address the limitations by conducting larger-scale studies across various industries and using mixed-methods research designs to provide more comprehensive insights.

In terms of personal biases and preconceived ideas, I initially assumed monetary incentives would be the primary driver of employee engagement. However, the study highlights the importance of other factors, such as employee involvement and leadership support, which can be equally or even more effective in promoting engagement. My experiences as a working mother and the challenges I have faced in balancing work and family life have made me more sensitive to the importance of a supportive work environment and flexible work arrangements.

Overall, the study has reinforced the importance of employee engagement and provided practical strategies for businesses to promote employee engagement. As a

marketing expert and student, I am now more aware of the factors that contribute to a positive work environment and the benefits of promoting employee engagement. I believe that businesses can benefit greatly from implementing the strategies outlined in the study and create a culture of engagement that values and supports their employees.

By investing in employee training and development, involving employees in decision-making, and communicating with employees, media organization leaders could create a more engaged and motivated workforce that can help to drive the success of the organization. As media organization leaders continue to face challenges in a rapidly changing industry, they should prioritize employee engagement and adopt the strategies identified in this study to create a positive work environment and foster a culture of engagement and motivation. With the right approach, media organization leaders could build a sustainable future by investing in their most valuable asset – their employees.

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Appendix: Interview Protocol

Interview: Finding strategies that some leaders in media organizations use to increase employee engagement.

1. Each interview will start with a greeting, introduction, and thanks to the participants for agreeing to participate in the interview. Within the introduction, I will introduce myself and restate my research topic.

2. Each participant will verbally receive an explanation of the voluntary nature of participation and the flexibility to withdraw at any time during the interview; each participant shall feel the need to do so.

3. Each participant will be given a physical copy of the consent form (if needed) to keep for their records.

4. Each participant will be informed about the interview procedures involving an audio recording device; however, discretion and confidentiality will be used when reviewing the recordings.

5. Each participant will be informed that the interview will be limited to 45 minutes for responses to eight interview questions, in addition to any follow-up questions they may have.

6. Each participant will be asked to be available three to five days after the initial interview to contribute to the follow-up interview to analyze the interview questions and interpret the participant's answers, which could take up to about 10-20 minutes.

7. Participants will be informed that I will offer them a summarized version of the final study for their leisure.

8. At the end of the interview, I will thank the participants for deciding to participate in the research study to further their industry knowledge. I will also confirm that the participant's contact information has stayed the same and that I should contact them if I have further questions.

Interview Questions

1. What leadership styles or approaches do you use to enhance employee engagement?

   1. What strategies do leaders use to motivate employees in your media organization?

   2. What strategies does your media organization use to increase employee engagement?

   3. How do your leaders assess the success of the strategies used to increase employee engagement?

   4. How accessible are workplace tools (for example: onsite training, online training, etc.) to employees that want to increase their engagement?

   5. What are the key barriers, if at all, to implementing successful strategies for improving employee engagement in your media organization?

   6. What type of barriers, if at all, did you experience when implementing successful strategies for improving employee engagement in your media organization?

7. What additional information about increasing employee engagement would

you like to provide that has not been addressed?

Researcher's Position	Researcher's Script
I will begin the interview by informally setting the stage via a phone or video call, depending on the participant's preference.	Hello (Insert participant's name), Thank you again for agreeing to participate in my research study to benefit employees' engagement. This interview will be informal; however, I will give a formal introduction as a reminder. Is that okay? (Wait for response). Perfect! My name is Mercedeez Byrd, and I am a doctoral candidate at Walden University. Again, I appreciate you taking the time for this interview to help me to understand and hopefully create a database of employee engagement strategies that have been successful in your organization. Within our initial contact via email, I shared with you a few sample questions on the topic and, therefore, will be no surprises. As we go through the interview, please feel free to stop me for questions, concerns, or further explanations. I allotted an hour for our interview; however, we have an extra 30 minutes if needed. Is that okay? (Wait for a response) Perfect! Before we get started, I do want to remind you that we may have to schedule a follow-up meeting for about 30 minutes once I start analyzing your responses to receive clarification. My job as a researcher is not to assume, so I want to ensure that I accurately deliver your message. Okay? (Wait for a response) Let us get started.
As I am conducting the interview, I will	1. What leadership styles or

ensure that I am watching for non-verbal communication cues, modify the interview questions if needed, and ask inquisitive questions to pull out information from the participant.	approaches do you use to enhance employee engagement? 2. What strategies do you use to motivate employees? 3. What strategies do you use to increase employee engagement? 4. How, if at all, do you assess the effectiveness of the strategies used to increase employee engagement? 5. What training strategies do you use to increase employee engagement? 6. What type of barriers, if at all, did you experience when implementing successful strategies for improving employee engagement? 7. What else can you explain to me about employee engagement that I did not ask?
I will wrap-up the interview with thank you note emailed to the participants, thanking them for their participation.	Thank you so much for taking the time out of your busy schedule to participate in my research study. You have provided me with a great foundation of knowledge that will help elevate my study to the next academic level. I want to remind you again that I may need to schedule a follow-up meeting after analyzing your responses.
I will schedule follow-up member-checking interviews within two weeks of the initial interview.	In member checking, participants do not member check transcripts, they confirm or validate the researcher's summarized interpretation or synthesis of the interview, this is the member checking process. I would like to schedule a follow up call with you to confirm my interpretation of your responses to the interview questions. Please let me know a time and date for our follow-up interview call within the next two weeks.

	I want to ensure that during this interview call, you are near a computer or some form of technology that will allow you to scan over the interview questions and your responses while we are speaking so that I can revise responses as needed. As we close this interview session, do you have any questions or concerns you would like for me to address? (Wait for a response) Thank you again!
	Member Checking Plan: ☐ Prepare a summary report: Prepare a concise report that highlights the main findings of the research. The report will be written in clear and accessible language that is easy for the participants to understand. ☐ Choose appropriate channels: Email ☐ Schedule a meeting: Schedule a phone meeting with participants to share the results. This will provide an opportunity for participants to ask questions and provide feedback on the research. ☐ Send out the summary report: Send the summary report to participants in advance of the meeting. Giving them time to review the findings and prepare questions or comments. ☐ Present the findings: During the meeting, present the findings of the research in a clear and engaging manner. ☐ Answer questions: Allow time for participants to ask questions and provide feedback on the research. Address any concerns or issues that arise.

Researchers Follow–up Member-Checking Interview Position	Researchers Follow–up Member Checking Interview Script
	☐ Thank participants: Finally, thank the participants for their participation in the research and for their valuable feedback. Let them know how their input will be used to inform future research studies.
Researchers Follow–up Member-Checking Interview Position	Researchers Follow–up Member Checking Interview Script
I will introduce the follow-up interview and will set the stage by explaining the member-checking process	Hello (Insert participant's name), Thank you again for your continued participation in my research study to benefit employees' engagement. The interview because it will be recorded, will be transcribed, summarized, and synthesized. The data will then be given to the interviewees to validate my summaries. This process is called member checking. I would like to schedule a follow up call with you to confirm my interpretation of your responses to the interview questions. Question 1….
End the member-checking interview	Again, thank you so much for your participation! As soon as my study is complete and published, you will receive a copy. Please remember that confidentiality is of the highest importance to me and Walden University, so rest assured that your identity and organization will be safe.
Share a summary of the results with participants, once the study is complete	1. I will share the study results in the most appropriate format. This will be in the form of a written report 1-2 pages maximum. 2. I will draft a concise and easy-to-read summary report that covers the key findings of the study, along with any recommendations or implications. The report again will

	be no more than 2 pages long and will be written in simple and clear language.
	3. I will review and refine the summary report thoroughly to ensure that it accurately represents the findings and is free of errors. I will also refine the language to make it more user-friendly and ensure that it is accessible to a wide range of audiences.
	4. I will share the summary report with participants via email, along with a brief message thanking them for their participation and explaining the significance of the study. I will also provide a link to the full report for those who are interested in reading more.
	5. If needed, I will schedule a meeting to address any questions or concerns participants may have about the study, via video conferencing or by telephone.
	6. Lastly, I will encourage participants to share the report with their networks and colleagues to increase the impact of the study.