THE MODERATING ROLE OF THE WORKING MODEL IN THE RELATIONSHIP BETWEEN TRANSFORMATIONAL LEADERSHIP AND EMPLOYER BRANDING, MEDIATED BY ORGANIZATIONAL COMMITMENT

A THESIS SUBMITTED TO
THE INSTITUTE OF GRADUATE PROGRAMS
OF
İSTANBUL BİLGİ UNIVERSITY

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IN PARTIAL FULFILLMENT OF THE REQUIREMENTS
FOR
THE DEGREE OF MASTER OF ARTS
IN
ORGANIZATIONAL PSYCHOLOGY

2024

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ABSTRACT

In the aftermath of the COVID-19 pandemic and the rise of The Great Resignation and Quiet Quitting phenomena, organizations globally face implementing return-to-office policies. This research endeavors to comprehensively examine the intricate interplay between transformational leadership, organizational commitment, and employer branding perception to understand how organizational commitment plays a role in these dynamics alongside transformational leadership and employer branding. Additionally, it seeks to explore how different working models (onsite, hybrid, remote) moderate these relationships. Moreover, the research intends to investigate the potential necessity for alternative leadership models post-pandemic. The findings of this study hold significant practical implications for organizations navigating the challenges posed by The Great Resignation and Quiet Quitting. By comprehending these complex relationships, organizations can customize their RTO policies, leadership strategies, and working arrangements to bolster employee well-being, engagement, and Employer Branding. As organizations adapt to the changing work landscape, research on the convergence of return-to-office policies, leadership methodologies, and employee perceptions remains imperative. By examining these dynamics, researchers and practitioners can contribute to formulating effective strategies for addressing the complexities and opportunities of the post-pandemic workplace.

Keywords: Transformational Leadership (TFL); Organizational Commitment (OC); Employer Branding Perception (EBP); Working Models (Onsite, Hybrid, Remote); The Post-Pandemic Workplace

ÖZ

COVID-19 salgınının ardından Büyük İstifa ve Sessiz Bırakma fenomenlerinin yükselişi sonrasında kuruluşlar küresel olarak ofise dönüş politikalarını uygulama göreviyle karşı karşıya kaldı. Bu araştırma, dönüşümcü liderlik, örgütsel bağlılık ve işveren markası algısı arasındaki karmaşık etkileşimin kapsamlı bir incelemesini yapmayı amaçlamaktadır. Aracılık analizi tekniklerinden yararlanan çalışma, bu değişkenler arasındaki incelikli bağlantıları aydınlatmayı amaçlamaktadır. Ek olarak, farklı çalışma modellerinin (sahada, hibrit, uzaktan) bu ilişkileri nasıl yönettiğini keşfetmeyi amaçlamaktadır. Ayrıca araştırma, salgın sonrası alternatif liderlik modellerine olan potansiyel ihtiyacı da araştırmayı amaçlıyor. Bu çalışmanın bulguları, Büyük İstifa ve Sessiz Bırakma'nın ortaya çıkardığı zorlukların üstesinden gelmeye çalışan kuruluşlar için önemli pratik çıkarımlar içermektedir. Kuruluşlar, bu karmaşık ilişkileri anlayarak ofise dönüş politikalarını, liderlik stratejilerini ve çalışma düzenlemelerini çalışanların refahını, katılımını ve işveren markası algısı destekleyecek şekilde özelleştirebilir. Kuruluşlar değişen çalışma ortamına uyum sağladıkça, ofise dönüş politikalarının, liderlik metodolojilerinin ve çalışan algılarının yakınsamasına ilişkin araştırmalar zorunlu olmaya devam ediyor. Bu dinamik dinamiklerin incelenmesi yoluyla hem araştırmacılar hem de uygulayıcılar, salgın sonrası işyerindeki karmaşıklıkların ve fırsatların ele alınmasına yönelik etkili stratejilerin oluşturulmasına katkıda bulunabilirler.

Anahtar Kelimeler: Dönüşümsel Liderlik (TFL); Örgütsel Bağlılık (OC); İşveren Markası Algısı (EBP); Çalışma Modelleri (Yerinde, Hybrid, Remote); Pandemi Sonrası İşyeri

ACKNOWLEDGMENTS

First, I am so grateful to have worked with Dr. Lecturer Gergely Czukor, who has always supported me. It was an honor and pleasure to share his ideas and experiences and build upon a new study based on his valuable expertise—besides, Assoc. Prof. Idil Isik has always been helpful in terms of admission to this master's program. Since my main topic focuses on leadership, I would like to thank Mustafa Kemal Atatürk again, who has always inspired me with his exceptional leadership style and valuable contributions to building our nation from the beginning.

I want to thank all my family: my father, Ender Zati; my mother, Berna Zati; my brother, Tuğra Zati; and my friends who continuously trust me. Without their support, this study could not have been better. For the scope of the study, I thank the unique leaders in the organizations I worked for so far. Closer exceptional leaders that I worked with, Burcu Top Aslan, Hannah Young, Okan Demir, and Hazel Şeren Tetik, trusted and enabled me to show and develop my skills and expertise throughout my career life with their positivity and inspiration as being true transformational leaders.

I also have my special thanks to Şule Başer, Ecem Tokgöz, and Elif Yavuz, who were always there for me to overcome all the obstacles we faced in business life. Aleyna Berfin Şenol, Ataberk Oral, Beyza Topçuoğlu, and İlayda Nişancı are my friends who made me go further in this journey together. My two valuable mentors, Yağmur Gezmiş and Zeynep Ağar, are very influential for me to complete this thesis.

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LIST OF ABBREVIATIONS

AC: Affective Commitment

CC: Continuance Commitment

CFI: Confirmatory Factor Index

GFI: Goodness of It

NC: Normative Commitment

RMSEA: The Root Mean Square Error of Approximation

RMR: Root Mean Square Residual

RTO: Return to Office

SRMR: (Standardized) Root Mean Square Residual

TFL: Transformational Leadership

TLI: Tucker Lewis Index

INTRODUCTION

The contemporary workplace landscape is characterized by rapid change, with diverse work arrangements, evolving employee expectations, and emerging challenges like The Great Resignation, Quiet Quitting, and return to the office, which increased by COVID-19, necessitating a renewed focus on leadership, employee perceptions, employer branding, and their interconnectedness (Atalay & Dağıstan, 2023; Socorro, 2024). As organizations navigate the complexities of returning to the office, these elements collectively foster a resilient and committed workforce. In addition, organizational commitment and turnover rates might be counted as popular topics among employers in response to these major changes and differing expectations of workers.

Some practical ways to deal with high turnover rates could be by reviewing leadership strategies. If the outlook of the company and its employees have positive work experiences, companies have strong employer branding, which means lower turnover and higher organizational commitment. Many employee expectations changed in the Great Resignation, Quit Quitting, and COVID-19 context, and new trends emerged (Chan et al., 2022; Marks, 2023); some were new working models like remote and hybrid working. These can also be considered new concepts from a return to office movement.

Several studies explored the effects of working remotely and hybrid, which can benefit from having more free time, no commute time, better work-life balance, and increased performance.in return, remote and hybrid working has some disadvantages, such as a necessary increase to know how to use technology, working with kids at the same time, or longer hours of work (Wang et al., 2020; De Vincenzi, 2022; Saragih et al., 2022). Remote working also brings new perspectives and discussion points to the current workforce (Hipp & Krzywdzinski, 2023). Most people agree they want to work remotely and have some restraint to return to offices (Brooks et al., 2022; Weber et al., 2022).

Research regarding returning to the office has shed light on different points. Although some efforts are made to return to the office in healthy and adaptable ways, more research is still needed (Pandita et al.,2024). As corporations consider their needs and capacities

for providing the best sources for employees and customers, questioning their management styles for improving things may become essential. Several studies showed the positive results of cultivating transformational leadership style over many years in many institutional settings (Karimi, 2023; Notgrass, 2014; Howell, 1993); even after the COVID-19 pandemic, the trend seems to be going in the same way (Ahmad et al., 2023). One of the key elements of transformational leadership is the relationship between organizational commitment and employer branding. To prevent the negative consequences of great resignation and quitting, corporations seek ways to decrease turnover rates and increase employer branding (Appel-Meulenbroek et al., 2022).

In the context of new trends, the theoretical framework of transformational leadership, organizational commitment, and employer branding might resonate with new issues to shape today's work life. Furthermore, the definitions and scales regarding each construct evolve into new areas in many disciplines. Transformational leadership remains a cornerstone of research, with studies demonstrating its positive impact on employee engagement, commitment, and organizational performance (Bass & Avolio, 1993; Judge & Piccolo, 2004). As many people work together in organizations, the leadership styles of managers affect many elements, such as the motivations of employees (Ouyang, 2022; Su et al., 2020), job performance (Anwar et al., 2021), job satisfaction (Usman et al., 2022), organizational commitment (Zeynel, 2022), inventive working environment (Afsar & Umrani, 2020). As a result, no matter in which industry people work, it is essential to consider many things to build positive working environments while emphasizing the importance of leadership style, primarily transformational leadership. Porter (1974) stated that organizational commitment has three dimensions: affective, normative, and continuance. Later, Meyer and Allen (1991) created a scale for measuring organizational commitment, which has been widely used.

Employers might seek to understand commitment dynamics and develop new strategies to decrease turnover rates in the great resignation or quitting era. Employer branding perception plays a critical role in attracting, engaging, and retaining top talent. This study examines the core elements that shape EBP, including work environment, culture/values,

reputation, and work arrangements, analyzing their impact on employee satisfaction, recruitment success, and overall organizational image (Backhaus & Tikoo, 2004).

Strengthening employer branding perception can increase employee commitment by creating a more desirable and attractive work environment. The rise of onsite, hybrid, and remote work styles necessitates a nuanced approach to leadership, employee perceptions, and employer branding. This study will look into the strengths and weaknesses of each work arrangement, highlighting the need for flexible and contextual solutions that cater to the diverse needs of individuals and organizations. Understanding how different work arrangements impact employee commitment and engagement is crucial. The mass exodus of employees witnessed during the pandemic necessitates a deeper understanding of its underlying causes and potential consequences.

The realm of the study is to have a deeper understanding of how working models are moderating and why transformational leadership, organizational commitment, and employer branding are interrelated so that companies can know how they can develop new strategies to have better retention rates, more committed employees and how transformational leadership is effective which at the end having a strong employer branding.

The literature shows positive correlations between transformational leadership, organizational commitment, and employer branding. However, the current study researched the mediator role of organizational commitment, which strengthens the relationship between transformational leadership and employer branding. Building upon this established research, this study goes beyond a mere review by investigating the interconnectedness of these themes, particularly within the context of organizational commitment. It explores how transformational leadership, organizational commitment, employer branding perception, and diverse work arrangements interact and influence each other, further analyzing the rise of "quiet quitting" and its potential solutions through the lens of commitment.

Understanding the dynamics of transformational leadership can be one predictor of employer branding and may benefit the business world. Leadership styles can change and

shape organizational behaviors, and all of them are part of an organizational culture or climate (Schein, 1985). As a result, perceptions of the organization will stem from the ideas about how leaders treat their followers (Khuwaja et al., 2020). From that perspective, employer branding might be a practical, valuable term for leaders to see how they behave and manage teams, which can impact how the public sees the organization. Furthermore, if leaders are more aware of their actions and effects, they may have the opportunity to change their behaviors and enhance the organization's positive image.

In academic terms, focusing on cause-and-effect relationships in the future can be established in a better way because many things are affecting employer branding, and it is not something that individuals can change by themselves (Lievens & Slaughter, 2016). However, in terms of leadership style, it is much easier for leaders to consider which type of leadership they are performing independently and change their actions accordingly (Ford et al., 2021). To change on an organizational level, individuals must first change themselves (Weiner, 2020). Ambler and Barrow (1996) stated that employer branding consists of ideas that it is the best place to work, and leadership style is a crucial factor in fostering this image. It is beneficial for researchers to try to explain these terms from the effect of transformational leadership on employer branding instead of vice versa.

LITERATURE REVIEW

2.1. Theoretical Framework

The analysis of transformational leadership, organizational commitment, and employer branding reveals that no single theory comprehensively addresses the interplay between these variables. Instead, the study utilized a combination of theories from different perspectives to construct a robust framework. For instance, the concept of transformational leadership, rooted in Bass's (1985) transformational leadership theory, was integrated with the three-component model of organizational commitment by Meyer and Allen (1991) and the employer branding framework by Backhaus and Tikoo (2004).

This approach aligns with the literature's findings, which emphasize that complex constructs often require a multi-theoretical perspective to capture their nuances fully (Eisenhardt, 1989; Van de Ven, 2007). By leveraging these diverse theoretical lenses, the study aims to offer a more comprehensive understanding of how transformational leadership impacts organizational commitment and employer branding.

Literature supports the use of multiple theories to address complex constructs. Eisenhardt (1989) argues that combining theories from different domains can provide a richer and more nuanced understanding of complex phenomena. Similarly, Van de Ven (2007) suggests that no single theory can fully explain multifaceted issues, and integrating multiple theoretical frameworks can enhance explanatory power. By employing a multi-theoretical approach, this study aims to comprehensively analyze how transformational leadership influences organizational commitment and employer branding, addressing the limitations of any single theoretical perspective.

In addition, the study incorporates three additional theories to provide a more robust analysis: social exchange theory, organizational identity theory, and job embeddedness theory. Social exchange theory, as outlined by Blau (1964), explains the reciprocal nature of relationships between employees and employers, which influences commitment and engagement. Organizational identity theory, proposed by Ashforth and Mael (1989),

focuses on how individuals' identification with their organization affects their commitment and behavior. Job embeddedness theory, developed by Mitchell et al. (2001), examines how employees' connections to their jobs and communities impact their retention and commitment.

2.1.1. Social Exchange Theory

Social Exchange Theory (SET) is a theoretical framework that examines how individuals interact and form relationships based on perceived costs and rewards. The theory suggests that people engage in social exchanges to maximize their benefits and minimize costs, viewing social interactions through economic principles. The central tenet of SET is that individuals assess the value of their interactions and relationships by comparing the rewards they receive against the costs incurred, influencing their decisions and behaviors in social contexts (Homans, 1961; Blau, 1964).

Transformational leadership, characterized by its focus on inspiring and motivating employees, aligns closely with SET. Transformational leaders engage in high-quality social exchanges with followers by providing support, vision, and recognition (Avolio & Bass, 1995). These positive exchanges enhance employees' perceptions of their relationship with the organization, fostering more outstanding organizational commitment (Bass & Riggio, 2006).

Organizational commitment refers to employees' emotional and psychological attachment to their organization. SET suggests that this commitment is influenced by the perceived rewards and costs associated with staying with or leaving an organization (Blau, 1964). When employees experience favorable exchanges, such as those facilitated by transformational leadership, their commitment to the organization increases (Meyer & Allen, 1991).

Employer branding involves crafting and communicating a positive image of the organization as an employer. From a SET perspective, effective employer branding represents an exchange process where organizations promise rewards such as career development and work-life balance (Krug et al., 2021). Transformational leadership

enhances the perceived value of these rewards, which can improve organizational commitment and reinforce a positive employer brand (Edwards, 2010).

Transformational leadership creates favorable social exchanges, increasing organizational commitment and a stronger employer brand. High-quality exchanges result in employees perceiving more excellent value in their organizational relationship, strengthening their commitment and enhancing the organization's attractiveness to potential and current employees (Saks & Uggerslev, 2007).

During the COVID-19 pandemic, the relevance of social exchange theory (SET) in understanding social behavior has been particularly pronounced. SET posits that social behavior is the result of an exchange process where individuals seek to maximize benefits and minimize costs (Blau, 1964). This theory has been instrumental in understanding how changes in work arrangements, such as the shift to remote work and the subsequent return to the office, impact organizational commitment, employer branding, and transformational leadership.

The pandemic has forced many organizations to transition to remote work rapidly. As organizations navigate the return to office, social exchange theory provides insight into how employees' perceptions of the fairness and reciprocity of these changes affect their attitudes and behaviors. Research indicates that employees' willingness to return to the office is influenced by their perceptions of the organization's responsiveness to their needs and the benefits of returning (Klein & Sorra, 2020). If employees perceive that the organization is making fair and supportive decisions regarding their return to the office, they will likely exhibit higher levels of commitment and engagement (Eisenberger et al., 2020).

Organizational commitment, as explained by Meyer and Allen's (1991) three-component model, is a crucial aspect during the COVID-19 pandemic. It includes affective, normative, and continuance commitment. Social exchange theory suggests that when employees perceive that their employer is making genuine efforts to address their needs and concerns, particularly in challenging times such as a pandemic, they are more likely to feel a sense of loyalty and commitment to the organization (Eisenberger et al., 1986).

The pandemic has been a litmus test for organizational commitment as employees assess their employer's actions and support in response to the crisis (Rhoades & Eisenberger, 2002).

Employer branding refers to the image and reputation of an organization projects to attract and retain talent (Backhaus & Tikoo, 2004). Social exchange theory helps explain how organizational actions influence employer branding efforts during the pandemic. Organizations that effectively communicate their support and adapt to employees' needs will likely enhance their employer brand by demonstrating a commitment to employee well-being and fairness (Lievens & Highhouse, 2003). Positive employer branding during such periods can reinforce employees' perceptions of their employer as a supportive and trustworthy entity, thereby improving organizational attractiveness and retention (Collins & Han, 2004).

Transformational leadership, characterized by leaders who inspire and motivate employees to exceed their self-interests for the good of the organization (Bass, 1985), is crucial during crises like the COVID-19 pandemic. Social exchange theory suggests that transformational leaders who demonstrate empathy, transparency, and support during such times can strengthen the reciprocal relationship with their employees, fostering greater trust and commitment (Barling et al., 2000). Effective transformational leadership during the return-to-office phase can help mitigate employee concerns, enhance organizational commitment, and positively influence employer branding (Lowe et al., 1996).

2.1.2. Social Identity Theory

Social Identity Theory (SIT) explores how individuals derive their sense of self from their membership in social groups and how these identities influence their behavior and attitudes (Tajfel & Turner, 1979). This theory is instrumental in understanding the effects of transformational leadership on organizational commitment and employer branding.

Transformational leadership enhances employees' identification with the organization by promoting a shared vision and values (Bass & Riggio, 2006). According to SIT, leaders

who articulate a compelling organizational identity and foster a sense of belonging help employees integrate their personal identity with their organizational identity (Shamir, House, & Arthur, 1993). This alignment between personal and organizational identity strengthens employees' commitment and loyalty.

Organizational commitment is significantly influenced by employees' identification with the organization. SIT posits that when employees see their organization as an important part of their self-concept, their commitment to the organization increases (Ashforth & Mael, 1989). High levels of organizational identification, fostered by transformational leadership, contribute to affective commitment, where employees feel emotionally connected to the organization (Meyer & Allen, 1991).

Employer branding involves creating a distinct image of the organization to attract and retain talent. SIT suggests that a strong employer brand can enhance employees' social identity by aligning the organization's values and culture with employees' self-concept (Ala-Heikkilä & Järvenpää, 2023). Transformational leaders play a crucial role in reinforcing this alignment by embodying and promoting the organization's values, thereby strengthening the employer brand and enhancing organizational commitment (Edwards, 2010).

Transformational leadership helps cultivate a strong organizational identity that resonates with employees' personal identities, as proposed by SIT. This alignment increases organizational commitment and strengthens the employer brand. When employees identify closely with the organization, their commitment is heightened, and they become more engaged advocates of the employer brand (Saks & Uggerslev, 2007).

2.1.3. Organizational Identity Theory

Organizational Identity Theory (OIT) focuses on the self-concept of an organization, encompassing its central, enduring, and distinctive characteristics (Albert & Whetten, 1985). This theory helps explain how transformational leadership influences organizational commitment and employer branding.

Transformational leadership plays a crucial role in shaping and reinforcing organizational identity. Transformational leaders articulate a clear and compelling vision that embodies the organization's core values and mission (Bass & Riggio, 2006). Doing so helps employees understand and internalize the organization's identity, leading to a more substantial alignment between individual and organizational values (Dutton & Dukerich, 1991).

Organizational commitment is closely tied to employees' identification with the organization's identity. OIT posits that when employees perceive their organization's identity as positive and aligned with their values, their commitment to the organization increases (Dutton et al., 1994). Transformational leaders, by fostering a strong and attractive organizational identity, enhance employees' emotional attachment and loyalty to the organization (Ashforth & Mael, 1989).

Employer branding involves communicating the organization's identity to attract and retain employees. OIT suggests that a strong organizational identity enhances employer branding by providing a clear and distinctive image of the organization (Backhaus & Tikoo, 2004). Transformational leaders reinforce this identity through their actions and communication, making the organization more appealing to current and potential employees (Edwards, 2010).

Transformational leadership strengthens organizational identity by promoting a shared vision and values. This enhanced identity fosters more outstanding organizational commitment as employees identify more strongly with the organization. A solid organizational identity also contributes to a robust employer brand, making the organization more attractive to current employees and potential recruits (Saks & Uggerslev, 2007).

Return-to-office policies affect organizational identity by reshaping how employees interact with their organization and perceive its culture. According to organizational identity theory, employees' commitment is influenced by how well the organization's actions align with their self-concept and values (Ashforth & Mael, 1989). Flexible and supportive return-to-office policies can reinforce employees' identification with the

organization by aligning organizational practices with their values and expectations. In contrast, rigid or poorly communicated policies might undermine organizational identity and lead to disengagement (Schuh et al., 2021).

The literature well documents the relationship between organizational identity and organizational commitment. Employees who strongly identify with their organization are likely to exhibit higher levels of affective commitment, as they feel a deeper emotional connection to the organization's goals and values (Ashforth & Mael, 1989). This connection can be vital during crises, such as the COVID-19 pandemic, when organizational values and actions are scrutinized more closely (Santoso et al., 2022).

Organizational identity plays a crucial role in employer branding. Employer branding involves communicating an organization's identity to attract and retain talent (Backhaus & Tikoo, 2004). A strong, positive organizational identity can enhance the effectiveness of employer branding efforts by ensuring that the brand message aligns with employees' internal perceptions and values. During the pandemic, organizations with a strong, coherent identity that is perceived as supportive and resilient may find it easier to maintain a favorable employer brand (Schuh et al., 2021).

Transformational leadership, which focuses on inspiring and motivating employees, can strengthen organizational identity. Leaders who articulate a compelling vision and embody the organization's values help reinforce employees' shared sense of identity (Bass, 1985). During the COVID-19 pandemic, transformational leaders who effectively communicate the organization's response and future direction can strengthen employees' identification with the organization, thus enhancing commitment and morale (Santoso et al., 2022).

2.1.4. Job Embeddedness Theory

Job Embeddedness Theory (JET) explains how various factors in an employee's work and non-work life embed them in their jobs, influencing their decision to stay with an organization (Mitchell et al., 2001). This theory is essential for understanding the effects of transformational leadership on organizational commitment and employer branding.

Transformational leadership can enhance job embeddedness by fostering a supportive and engaging work environment. Transformational leaders provide emotional support, recognize achievements, and create a sense of community, which can strengthen the links employees feel to their organization and colleagues (Avolio & Bass, 1995). These leaders also inspire a shared vision, making employees feel their work is meaningful and aligned with their personal goals, increasing their fit with the organization (Bass & Riggio, 2006).

Organizational commitment is closely linked to job embeddedness. JET posits that highly embedded employees are less likely to leave the organization due to strong ties and high perceived costs of leaving (Mitchell et al., 2001). Transformational leadership can increase employees' embeddedness by creating a positive work environment and fostering solid interpersonal relationships, which enhance employees' commitment (Ng & Feldman, 2010).

Employer branding can leverage job embeddedness to attract and retain employees. A strong employer brand communicates the organization's value proposition, which includes factors that enhance embeddedness, such as career development opportunities, supportive culture, and work-life balance (Nzewi & Audu, 2023). Transformational leaders contribute to this by embodying and promoting the values and benefits that make the organization an attractive workplace, thus reinforcing the employer brand (Edwards, 2010).

Transformational leadership fosters job embeddedness by creating a supportive, engaging, and value-aligned work environment. This increased embeddedness enhances organizational commitment, as employees are likelier to stay with the organization due to their strong ties and high perceived costs of leaving. Furthermore, a strong employer brand, reinforced by transformational leadership, can attract and retain talent by highlighting the factors contributing to job embeddedness (Saks & Uggerslev, 2007).

Job embeddedness theory, developed by Mitchell et al. (2001), explains how employees' connections to their jobs and communities influence their retention and commitment. During the COVID-19 pandemic, job embeddedness has been particularly relevant as organizations adapted to remote work and changed operational norms. The pandemic has

impacted employees' job embeddedness by altering their work environments and personal circumstances, which can affect their commitment and decision to remain with their organization (Holtom & Burch, 2021). Employees who perceive strong connections to their jobs and organizations despite the disruptions caused by the pandemic are more likely to demonstrate higher levels of job embeddedness and commitment (Peltokorpi & Allen, 2023).

Return-to-office policies influence job embeddedness by affecting employees' perceptions of their fit within the organization and their links to the work environment. According to job embeddedness theory, employees who feel that their job and organization align well with their values and who have strong connections to their work environment are likelier to remain with the organization (Mitchell et al., 2001). Flexible and considerate return-to-office policies can enhance job embeddedness by demonstrating the organization's commitment to employees' needs, thus increasing their likelihood of staying (Holtom & Burch, 2021). Conversely, policies perceived as inflexible or poorly communicated may weaken job embeddedness and increase turnover (Peltokorpi & Allen, 2023).

Job embeddedness theory is closely related to organizational commitment. Employees well-embedded in their jobs are likely to exhibit higher organizational commitment, as their strong connections to their roles and workplaces enhance their desire to remain with the organization (Mitchell et al., 2001). This relationship is particularly pertinent during periods of organizational change, such as those experienced during the COVID-19 pandemic, where job embeddedness can help mitigate the adverse effects of uncertainty and disruption on commitment levels (Peltokorpi & Allen, 2023).

Job embeddedness impacts employer branding by influencing how employees perceive their organization and intent to stay. Effective employer branding can enhance job embeddedness by creating a positive organizational image and a strong connection between employees and the organization (Backhaus & Tikoo, 2004). During the pandemic, organizations that successfully communicated their support and commitment through their employer brand may have strengthened employees' job embeddedness, supporting their retention and engagement (Peltokorpi & Allen, 2023).

Transformational leadership can positively influence job embeddedness by fostering a supportive work environment and aligning employees' values with organizational goals. Leaders who demonstrate commitment, support, and inspire employees to help strengthen their connections to the organization and their job roles (Bass, 1985). During the COVID-19 pandemic, transformational leaders who effectively managed the transition to remote work and maintained strong communication with employees could enhance job embeddedness and sustain organizational commitment (Holtom & Burch, 2021).

2.2. Transformational Leadership

From ancient times to today, leadership has been among the most discussed topics in most social sciences. It is one of the most fundamental concepts of history, politics, sociology, anthropology, psychology, etc. Several theories have generated different types of leadership styles.

Considering all leadership theories after the 19th century, several worldwide events such as World 1 and 2, technological and scientific advancements, and significant societal movements in Western civilizations might affect conceptualizing contemporary leadership theories (Avolio, 2007; Antonakis et al., 2018). Moreover, there were difficulties in categorizing leadership theories and having a standard definition (Antonakis et al., 2018). However, this was an opportunity for scholars in social sciences to study and gain more information regarding leadership styles, their definitions, and their impacts on other areas, not only in academia but also in today's business world.

The history of transformational leadership starts with Burns (1978), in which the definition of transformational and transactional leadership emerged. According to Burns (1978), transformational leadership includes several elements related to revealing followers' true potential by motivating and influencing them based on charisma, inspiration and addressing their core values. In contrast, transactional leadership consists of being rewarded after what the leader orders, which has more exchangeable terms.

In transformational leadership theory, the leading key players are the leader and follower. Both parties have distinct yet commonly shared features that fulfill each other's needs.

The mechanisms of transformational leadership have been used in many organizational contexts. In transformational leadership, the interaction between leaders and followers is seen as a dynamic development and transformation process. This interaction enhances motivation and ethical values throughout the organization. Transformational leaders achieve this by promoting an inspiring vision that motivates followers to pursue shared goals beyond their interests. They prioritize the needs and aspirations of their followers, aiming to unlock their potential. These leaders strive to embody strength and high moral standards for themselves and their followers. By motivating and encouraging followers to believe in the possibility of exceeding their own goals, transformational leaders foster a deep sense of loyalty, respect, and intrinsic motivation in their followers. This type of leadership is distinguished by its ability to drive change, motivate followers to meet organizational goals and adhere to its rules. The effectiveness of transformational leadership lies in its ability to inspire followers to strive for success and self-improvement (Bass & Riggio, 2006).

Followers demonstrate loyalty and respect toward transformational leaders through trust, admiration, and devotion, developing an intrinsic motivation to exceed expectations. This leadership style is unique in fostering change, motivating followers to fulfill organizational goals, and adhering to rules. A cornerstone of transformational leadership is its ability to inspire followers to achieve success and personal growth (Bass, 1985).

Hernandez et al. (2011) summarized and reviewed the most popular theories listed chronologically as trait, behavioral, contingency, transactional, and transformational leadership. For the scope of this study, transformational leadership theory was selected due to its importance for the new modern world after the pandemic between 2020-2022. The effects of the pandemic on work life have been reviewed in several studies (Meiryani et al., 2022; Khan et al., 2020), which reported that the pandemic had dramatic effects on organizational areas in both positive and negative ways. In this context, the importance of transformational leadership has been also highlighted.

In return, the leaders are responsible for ensuring followers are inspired and taking action based on the leader’s goals. The significance of leaders' endeavors cannot be overstated; they play a pivotal role in bolstering the self-confidence of their followers, thereby

nurturing potential leaders (Bass & Avolio, 1993). A compelling alignment between transformational leaders' sentiments, aspirations, and actions and their followers is evident. Research has highlighted that transformational leadership comprises four fundamental dimensions, often denoted as the Four Is, which are indispensable for effective leadership (Avolio et al., 2004). These dimensions encompass Intellectual Stimulation, Individualized Consideration, Inspirational Motivation, and Idealized Influence.

2.2.1. Idealized Influence

Puffer and McCarthy (2008) describe idealized influence as showing affection and quantities of charisma to inspire and influence followers. To initiate this, the leader should possess enough charismatic skills to be successful and have power over followers. Idealized influence is characterized by creating a respected image based on self-assurance among followers, with leaders as robust models for emulation (Loon et al., 2012). It fosters pride, sagacity, and unwavering loyalty toward the leader, who is perceived as a trusted and respected figure (Hian & Ling, 2019). This charismatic facet of transformational leadership inspires profoundly. The leader's competence, self-assurance, and ethical integrity drive respect and imitation among followers (Northouse, 2015).

According to various studies, idealized influence emerges as a crucial aspect of transformational leadership, wherein leaders advocate for a collective culture of shared values, goals, and mission (Sharma & Krishnan, 2012). This characteristic is underscored as central by scholars like Allameh and Davoodi (2011), who emphasize that transformational leaders serve as role models for their followers, embodying the principles and moral values they aim to follow. Additionally, research by Chao et al. (2016) highlights how such leaders cultivate a trusting organizational environment, guiding employees to respect and value them through their idealized influence. The study by Jacob (2015) supports these findings by revealing a significant correlation between leadership demonstrating idealized influence and the loyalty and commitment of employees. Transformational leaders leverage idealized influence by presenting a

compelling vision and instilling a sense of duty among followers. Consequently, followers place their trust, belief, and confidence in these leaders, resulting in individual recognition. Ultimately, transformational leaders drive maximum progress and development within the organization through their idealistic influence on followers.

The relationship between idealized influence and affective commitment has been studied in different settings, and it was found that idealized influence is a predictor of affective commitment on different levels (Al Quraan, 2016); Ribeiro et al., 2017; Bozkurt & Kara, 2021). This means that if transformational leaders ideally influence their followers, their affective commitment levels can increase. Al Quraan (2016) and Bozkurt and Kara (2021) also found that idealized influence is less likely to predict continuance commitment. Lastly, idealized influence can predict normative commitment, as shown in several studies (citation needed).

While more research is needed to see the direct cause-effect relationship between idealized influence and employer branding, van Dierendocnk (2010) proposes that if companies have a positive working culture, there is room for leaders to grow.

2.2.2. Inspirational Motivation

Inspirational motivation relates to leaders inspiring their followers, providing encouragement and optimism with confidence and clarity. They communicate their vision to achieve shared goals (Avolio & Bass, 1988). Ayaz and Awaıs (2023) argued that transformational leaders are guided by solid values and a deep sense of purpose, actively seeking to enact change. They clearly understand their values and proactively anticipate and evaluate potential pitfalls to minimize errors. Should mistakes arise, these leaders focus on learning from them rather than solely criticizing their followers. They adeptly transform threats into valuable learning experiences. Ultimately, transformational leaders establish organizational expectations with employees, motivating them to strive towards goals and inspiring them through effective communication.

Inspirational motivation is also important as a predictor of affective commitment (Asif et al., 2014) and normative commitment (Maiocco, 2017) but not continuance commitment

(Bozkurt & Kara, 2021). In other words, if leaders optimistically motivate their followers, followers' emotions and moral sense of staying where they are will increase. However, even if leaders inspire their followers with continuance commitment, their attachment level will not be affected much.

Considering inspirational motivation and employer branding, Zeeshan et al. (2020) found a positive correlation between them.

2.2.3. Individually Considerate

Transformational leadership goes beyond a one-size-fits-all approach. Instead, it emphasizes understanding each follower's aspirations and needs (Bass & Avolio, 1994). This focus on the unique qualities of each team member allows the leader to tailor their support and development strategies to maximize their potential. By genuinely listening to their followers' goals and challenges, the transformational leader fosters a sense of trust and psychological safety, encouraging followers to set ambitious goals for themselves and believe in their ability to achieve them (Yukl, 1999). This personalized approach extends beyond simply understanding followers. Transformational leaders actively empower them by involving them in decision-making processes (Bass & Riggio, 2006). This participatory style encourages followers to share their ideas and suggestions, fostering a sense of ownership and responsibility for their work. By delegating tasks and sharing some authority, the leader provides followers with opportunities to learn and grow, enriching their professional experience.

2.2.4. Intellectual Stimulation

Intellectual Stimulation is a crucial component of leadership theory, particularly in the context of transformational leadership. This dimension focuses on leaders encouraging their followers to think creatively and question assumptions, fostering innovation and problem-solving (Bass, 1985). Transformational leaders can inspire their followers to explore new ideas and approaches by stimulating intellectual curiosity and promoting

intellectual challenge. This approach enhances organizational effectiveness and empowers individuals to develop their potential and contribute meaningfully to the organization's goals (Avolio & Bass, 1991). Intellectual Stimulation is fundamental in shaping a dynamic and adaptive organizational culture, where continuous learning and growth are encouraged, enabling teams to tackle complex challenges with confidence and ingenuity (Bass & Riggio, 2006).

2.3. Organizational Commitment

Organizational commitment (OC) is a concept that refers to an individual's underlying psychological attachment to the organization, encompassing a sense of Job involvement, loyalty, and trust in the organization's principles (O'Reilly & Chatman, 1986). According to Nazir et al. (2019), this definition denotes the extent of employees' attachment to the organization's objectives and their readiness to put forth effort to achieve these targets. Morrow (2001) suggests that individual commitment is demonstrated through emotions such as bonding, devotion, and loyalty to the workplace. Other scholars similarly define OC as a positive cognitive and affective component toward the organization (Meyer et al., 2002).

Organizational commitment involves both an emotional attachment and a desire to help organizations stay there for their goals. It reflects the extent to which employees identify with the organization and its objectives and intend to remain members. This concept is crucial for understanding employee behavior, job satisfaction, and organizational effectiveness in various fields of study.

One of the most cited theories of organizational commitment was proposed by Meyer and Allens (1997), who categorize organizational commitment into three components: affective, normative, and continuance. Affective attachment refers to an employee's emotional bond towards the organization, where they identify with its goals and values. On the other hand, continuance commitment is based on the idea that if people lose their jobs, it may cost them too much in different dimensions of their careers, such as the loss of salary, benefits, or pension. Normative commitment involves a sense of obligation to

stay with the organization due to a perceived moral or ethical obligation (Meyer & Allen, 1991).

These three dimensions provide a comprehensive understanding of organizational commitment, capturing emotional and rational aspects of an employee's relationship with their organization. Research shows that these dimensions are influenced by various factors, including organizational culture, leadership style, and the level of support employees perceive from the organization (Meyer et al., 2002; Meyer & Herscovitch, 2001).

2.3.1. Affective Commitment

Research by Meyer and Allen (1991) identified three critical dimensions of affective commitment: strong identification with the organization's mission and values, emotional attachment that fosters loyalty, and a willingness to make Personal sacrifices for the company's benefit. Studies have shown that supportive leadership practices emphasizing trust, care, and fairness contribute significantly to affective commitment (Sartori et al., 2023). Additionally, employees who find their work meaningful and challenging tend to be more emotionally connected (Wrzesniewski & Dutton, 2013). The benefits of a committed workforce are undeniable. For organizations, affective commitment translates to reduced turnover costs (Grego-Planer, 2022), increased employee productivity (Meyer et al., 2002), and even better customer service (Gavino et al., 2021).

In today's rapidly evolving work environment, where adaptability is paramount (Judge & Piccolo, 2004), a committed workforce is more likely to embrace change, learn new skills, and contribute to organizational innovation. By fostering affective commitment through supportive leadership, meaningful work opportunities, and a culture of fairness, companies can cultivate a team that is engaged and dedicated to the organization's long-term success.

2.3.2. Normative Commitment

Normative commitment, a key concept in organizational psychology, explores employees' obligation towards their organization (Meyer & Allen, 1991). The core characteristics of normative commitment, its influencing factors, and its implications for employees and organizations are valuable in terms of understanding how individuals are committed to their organizations by their values or societal norms.

Unlike affective commitment, which focuses on emotional attachment, normative commitment emphasizes a sense of duty and moral obligation to stay with the company (Meyer et al., 1993). This ethical dimension of normative commitment is crucial, as it instills a sense of responsibility and duty in employees towards their organization. Employees might feel obligated due to a perceived reciprocity for past investments made by the organization, a sense of loyalty to colleagues, or a belief that leaving would be unethical.

Several factors can influence the development of normative commitment. Perceptions of organizational support, such as training opportunities or job security, can foster a sense of obligation to reciprocate the organization's investment in the employee (Đorđević et al., 2020). Social norms within the workplace can also play a role. Employees may feel pressure to conform if staying with the company is considered the expected behavior (Oamen, 2023). Additionally, employees with a strong work ethic or a sense of professionalism may feel a moral obligation to fulfill their commitments to the organization (Hussein et al., 2022).

The consequences of normative commitment can be both positive and negative. On the positive side, a strong sense of duty can lead to reduced turnover intentions and increased willingness to exert extra effort on behalf of the organization (Meyer et al., 2002). However, in some cases, a rigid sense of obligation can lead to feelings of entrapment or hinder career advancement opportunities if employees feel stuck in a role due to perceived duty (Liu et al., 2023).

Understanding normative commitment is crucial for contemporary organizations. While a sense of duty can be beneficial, creating a work environment that fosters a healthy balance between obligation and individual career aspirations is essential. Striking a balance between providing support and fostering autonomy can help organizations retain employees driven by a sense of duty while promoting employee well-being and ownership within their roles.

2.3.3. Continuance Commitment

Continuance commitment, an essential facet of organizational commitment, defines why some employees cannot risk their jobs to lose due to their needs and no available options even though they do not like their occupations. Research suggests it stems from a calculative assessment, where employees weigh the benefits of remaining against the potential drawbacks of quitting. High continuance commitment is often linked to factors like job security, vested benefits, and lack of transferable skills, making it a retention factor heavily influenced by external circumstances.

Scholars like Meyer and Allen (1991) established continuance commitment as one of three pillars of organizational commitment, alongside affective (emotional attachment) and normative (obligation to stay) commitments. Continuance commitment stands out for its focus on the pragmatic reasons for staying rather than emotional ties or a sense of duty.

Studies have explored the impact of continuance commitment on various aspects of the employee-employer relationship. Some research suggests a positive correlation with employee retention, mainly when alternative job opportunities are scarce (Vieira et al., 2023). However, continuance commitment might not always translate to desirable work behaviors. Certain studies highlight a potential negative association with job satisfaction and proactive engagement (Khan et al., 2020). This implies that employees staying solely due to a lack of better options might be less motivated than those driven by intrinsic factors.

2.4. Employer Branding

Employer branding is a strategic process through which organizations cultivate and communicate their identity as employers to current and potential employees (Špoljarić & Ozretić, 2023). It involves managing the organization's reputation as a workplace, encompassing its values, culture, work environment, and overall employee experience (Berthon et al., 2009). It represents the unique attributes and characteristics that distinguish an organization as an employer of choice in the labor market.

Employer branding goes beyond traditional human resource practices by emphasizing the organization's unique identity and attractiveness to current and potential employees (Kalinska-Kula & Staniec, 2021). It influences how individuals perceive the organization as a workplace, impacting their decisions to apply for, accept, and stay in positions within the company.

Employer branding is critically important in today's competitive job market. A strong employer brand enhances the organization's ability to attract top talent, reducing recruitment costs and improving the quality of applicants. It also plays a significant role in employee retention and engagement, as employees are likelier to stay with organizations that offer a positive work environment and align with their values.

Organizations with a strong employer brand are perceived as desirable workplaces, resulting in a competitive advantage in attracting and retaining skilled employees. This, in turn, contributes to organizational success and performance, as engaged and motivated employees are more productive and innovative.

2.5. The Relationship Between Transformational Leadership, Organizational Commitment, and Employer Branding Constructs

2.5.1. The Relationship Between Transformational Leadership and Affective Commitment

Transformational leaders show special attention to their followers by enabling their potential to come out by touching upon their values and making sure Their values align with the organization's core values by being charismatic and inspiring them to achieve the goals of both parties, in this context, it is helpful to demonstrate that affective commitment may play a vital role in sustaining and maintaining this type of commitment because emotional elements play a significant role in unlocking the commitment levels demanded by transformational leaders. The academic literature has many studies related to Transformational Leadership and Affective Commitment. Transformational leadership and affective commitment were related in many different studies (Bacha & Kosa, 2022; Hashim et al., 2017; Kaban, 2020; Zerner et al., 2021). In contrast, Hadžiahmetović et al. (2022) studied all leadership types and could not find that Transformational Leadership affects Affective Commitment. This means more research is needed to conclude that TFL has positive effects on Affective Commitment. Also, it is essential to consider that studies have different levels of the relationship between the variables. For example, Aghashahi et al. (2013) found a partial effect of Transformational Leadership on Affective Commitment, while Anggitta et al. (2024) had a more substantial relationship level. Shao et al. (2022) found consistent results with the literature that Transformational Leadership significantly affects Affective Commitment by emphasizing the autonomy aspect in transformational leadership.

2.5.2. The Relationship Between Transformational Leadership and Normative Commitment

Transformational leadership can influence normative commitment, although potentially to a lesser degree than affective commitment. Through articulating solid values and a

clear vision, transformational leaders inspire followers to internalize these values and feel obligated to the organization's goals (Shamir, 1995). Additionally, their focus on fostering a strong team spirit and shared purpose can cultivate a sense of duty towards colleagues and a desire to contribute to collective success, aligning with normative commitment (Yukl, 2012). However, some limitations exist. The impact on normative commitment might be weaker than affective commitment due to the nature of obligation versus emotional attachment. Furthermore, the transformational leader's emphasis on change, while positive, can create uncertainty and lessen employee long-term security, potentially weakening normative commitment.

Transformational leadership can positively influence normative commitment by fostering shared purpose and values. However, the strength of this influence depends on the specific context and the leader's ability to balance change with employee security. Martins et al. (2023) found that TFL positively affects normative commitment. Ennis et al. (2018) also supported the idea that affective and normative commitment have effects and mediate the relationship between TFL and turnover intention. Donkor (2021) found a direct effect of TFL on normative commitment.

2.5.3. The Relationship Between Transformational Leadership and Continuance Commitment

The relationship between Transformational Leadership and Continuance Commitment is less clear-cut compared to affective or normative commitment (Meyer & Allen, 1991). Continuance Commitment often stems from an instrumental calculation of costs and benefits associated with leaving the organization (Allen & Meyer, 1990). Transformational leaders, while inspiring and motivating, might not directly address these factors (Sosik et al., 1993). However, the transformational leader's focus on change can create uncertainty. If employees feel their jobs or skills might become obsolete due to constant change, it could decrease their continuance commitment (Wang et al., 2012).

Additionally, the emphasis on innovation and new ventures might make future career paths within the organization less clear. This lack of clarity could make employees feel

less secure and more likely to consider leaving, weakening continuance commitment (Wang et al., 2012).

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The relationship between affective commitment and employer branding has gained significant attention recently. Affective commitment refers to an employee's emotional attachment to their organization (Allen & Meyer, 1990). In contrast, employer branding focuses on the image an organization projects to attract and retain talent (Backhaus & Tikoo, 2004). Research suggests a positive link between these two concepts. Studies have shown that a strong employer brand can foster affective commitment. Employees who perceive their company's brand positively are more likely to develop an emotional connection to the organization (Fernandez-Lores et al., 2017). This positive perception can stem from various aspects of the employer brand. For instance, when an employer brand effectively communicates the company's values and how they align with employee needs, it can lead to increased affective commitment (Ambler & Bartol, 2006). Besides, positive experiences employees have with the organization, such as a strong work culture or good work-life balance, contribute to a strong employer brand and, in turn, affective commitment (Berthon et al., 2009). Empirical research supports this connection. Similarly, a study by Imran et al. (2020) showed that employer branding positively influences all three dimensions of organizational commitment, including affective

commitment. Building a solid employer brand is a valuable strategy for fostering practical employee commitment. Companies can cultivate a more emotionally engaged workforce by effectively communicating the organization's values and creating a positive employee experience.

Normative commitment, a facet of organizational commitment, as Meyer et al., 1993 states, reflects an employee's obligation to stay within their jobs. On the other hand, employer branding focuses on crafting a compelling image to attract and retain talent (Backhaus & Tikoo, 2004). While the link between affective commitment (emotional attachment) and employer branding is well-established, the relationship with normative commitment is less clear. Some argue that a strong employer brand can indirectly influence normative commitment. For example, when an employer brand emphasizes ethical practices and social responsibility, it can cultivate a sense of duty among employees who value these aspects (Bal et al., 2013). This sense of duty can translate into a more substantial normative commitment. A positive employer brand reputation can make employees feel obligated to stay with the company, as leaving might reflect poorly on them (Lievens & Van Der Heijden, 2003). This pressure to stay could contribute to normative commitment. However, disconnecting between the employer's brand image and reality can lead to disillusionment, potentially weakening normative commitment (Ambler & Bartol, 2006). Therefore, factors beyond employer branding, such as economic conditions or lack of better alternatives, can significantly influence normative commitment. Research specifically exploring this link is limited. Studies examining the overall impact of employer branding on organizational commitment often show positive effects, which might include an increase in normative commitment alongside affective commitment (Ucarer, 2023). However, disentangling the specific influence on normative commitment remains a challenge. While a definitive link between employer branding and normative commitment remains fully established, the potential for an indirect influence exists. Further research is needed to explore the specific aspects of employer branding that might strengthen an employee's sense of obligation to the organization.

Continuance commitment, one of the three dimensions of organizational commitment, refers to an employee's decision to stay with the organization due to the perceived costs

of leaving (Meyer et al., 1993). On the other hand, employer branding focuses on creating a positive image to attract and retain talent (Backhaus & Tikoo, 2004). While the relationship between affective commitment (emotional attachment) and employer branding is well-established, the connection with continuance commitment is more nuanced. A strong employer brand can influence continuance commitment in a few ways. A positive employer brand reputation can make employees feel they have a valuable position within a desirable company. This can make them less likely to invest time and resources searching for alternative jobs (Ambler & Bartol, 2006). Also, when an employer brand emphasizes employee growth and skills development, employees may feel they have more to lose by leaving (Lievens et al., 2008). This perceived investment can increase continuance commitment. However, limitations exist. For example, employer branding efforts often prioritize attracting new talent rather than retaining existing employees (Berthon et al., 2009). This can leave continuance commitment unaddressed. In today's job market, high employee mobility can weaken the hold that continuance commitment has on employees, regardless of employer branding efforts. Research directly exploring this link is limited. Studies examining the overall impact of employer branding on organizational commitment often show positive effects, which might encompass increased continuance commitment alongside affective commitment (Iqbal et al., 2020). However, isolating the specific influence on continuance commitment remains a challenge. While a clear-cut link between employer branding and continuance commitment is not fully established, the potential for an indirect influence exists. Further research is needed to explore how specific aspects of employer branding can be leveraged to increase the perceived costs of leaving for employees and strengthen continuance commitment.

Transformational leadership, characterized by inspiring and motivating followers, is crucial in shaping an organization's employer brand (Bryman et al., 2019). Conversely, a strong employer brand can attract and retain talent with the potential for transformational leadership qualities. This creates a symbiotic relationship between the two concepts. Leaders who exhibit transformational behaviors can positively influence employer branding in several ways. One example could be that transformational leaders inspire and motivate employees, leading to higher engagement and satisfaction (Judge & Ilies, 2002).

This translates into a more positive work experience, strengthening the employer brand. Transformational leaders cultivate a culture of innovation, collaboration, and purpose (Bass & Avolio, 1994). This positive culture becomes an attractive aspect of the employer brand. Employees who feel valued and empowered by transformational leaders are likelier to become brand ambassadors, advocating for the organization and attracting new talent (Walumbwa et al., 2008). Research supports the positive influence of transformational leadership on employer branding. A study by Liu et al. (2014) found that transformational leadership behaviors were positively associated with employer branding strength. Similarly, Krishnan and Cesur (2017) demonstrated that transformational leadership fosters a positive employer brand image. A strong employer brand can also attract individuals with the potential for transformational leadership: A positive employer brand attracts high-caliber candidates with leadership potential, creating a talent pool for future transformational leaders (Lievens & Van Der Heijden, 2003). A strong employer brand facilitates investment in leadership development programs, fostering the growth of transformational leaders within the organization (Backhaus & Tikoo, 2004). Transformational leadership and employer branding have a mutually reinforcing relationship. Transformational leaders create a positive work environment and culture, strengthening the employer brand. In turn, a strong employer brand attracts and retains talent with the potential for transformational leadership. This positive cycle fosters a thriving work environment and attracts high-caliber employees.

2.5.4. The Relationship Between Affective Commitment and Employer Branding

The relationship between affective commitment and employer branding has gained significant attention recently. Affective commitment refers to an employee's emotional attachment to their organization (Allen & Meyer, 1990). In contrast, employer branding focuses on the image an organization projects to attract and retain talent (Hassan et al., 2021). Research suggests a positive link between these two concepts. Studies have shown that a strong employer brand can foster affective commitment.

Employees who perceive their company's brand positively are likelier to develop an emotional connection to the organization (Fernandez-Lores et al., 2017). This positive perception can stem from various aspects of the employer brand. For instance, when an employer brand effectively communicates the company's values and how they align with employee needs, it can lead to increased affective commitment (Ambler & Bartol, 2006). Besides, positive experiences employees have with the organization, such as a strong work culture or good work-life balance, contribute to a strong employer brand and, in turn, affective commitment (Berthon et al., 2009).

Empirical research supports this connection. Similarly, a study by Imran et al. (2020) showed that employer branding positively influences all three dimensions of organizational commitment, including affective commitment. Building a solid employer brand is a valuable strategy for fostering practical employee commitment. Companies can cultivate a more emotionally engaged workforce by effectively communicating the organization's values and creating a positive employee experience.

2.5.5. The Relationship Between Normative Commitment and Employer Branding

Normative commitment, a facet of organizational commitment, as Meyer et al., 1993 states, reflects an employee's obligation to stay within their jobs. On the other hand, employer branding focuses on crafting a compelling image to attract and retain talent (Backhaus & Tikoo, 2004). While the link between affective commitment (emotional attachment) and employer branding is well-established, the relationship with normative commitment is less clear. Some argue that a strong employer brand can indirectly influence normative commitment. For example, when an employer brand emphasizes ethical practices and social responsibility, it can cultivate a sense of duty among employees who value these aspects (Bal et al., 2013). This sense of duty can translate into a more substantial normative commitment.

A positive employer brand reputation can make employees feel obligated to stay with the company, as leaving might reflect poorly on them (Lievens & Van Der Heijden, 2003). This pressure to stay could contribute to normative commitment. However, disconnecting

between the employer's brand image and reality can lead to disillusionment, potentially weakening normative commitment (Ambler & Bartol, 2006). Therefore, factors beyond employer branding, such as economic conditions or lack of better alternatives, can significantly influence normative commitment. Research specifically exploring this link is limited. Studies examining the overall impact of employer branding on organizational commitment often show positive effects, which might include an increase in normative commitment alongside affective commitment (Ucarer, 2023).

However, disentangling the specific influence on normative commitment remains a challenge. While a definitive link between employer branding and normative commitment remains fully established, the potential for an indirect influence exists. Further research is needed to explore the specific aspects of employer branding that might strengthen an employee's sense of obligation to the organization.

2.5.6. The Relationship Between Continuance Commitment and Employer Branding

Continuance commitment, one of the three dimensions of organizational commitment, refers to an employee's decision to stay with the organization due to the perceived costs of leaving (Meyer et al., 1993). On the other hand, employer branding focuses on creating a positive image to attract and retain talent (Backhaus & Tikoo, 2004). While the relationship between affective commitment (emotional attachment) and employer branding is well-established, the connection with continuance commitment is more nuanced. A strong employer brand can influence continuance commitment in a few ways.

A positive employer brand reputation can make employees feel they have a valuable position within a desirable company. This can make them less likely to invest time and resources searching for alternative jobs (Ambler & Bartol, 2006). Also, when an employer brand emphasizes employee growth and skills development, employees may feel they have more to lose by leaving (Lievens et al., 2008). This perceived investment can increase continuance commitment.

On the other hand, employer branding efforts often prioritize attracting new talent rather than retaining existing employees (Berthon et al., 2009). This can leave continuance commitment unaddressed. In today's job market, high employee mobility can weaken the hold that continuance commitment has on employees, regardless of employer branding efforts. Research directly exploring this link is limited. Studies examining the overall impact of employer branding on organizational commitment often show positive effects, which might encompass increased continuance commitment alongside affective commitment (Iqbal et al., 2020). However, isolating the specific influence on continuance commitment remains a challenge.

While a clear-cut link between employer branding and continuance commitment is not fully established, the potential for an indirect influence exists. Further research is needed to explore how specific aspects of employer branding can be leveraged to increase the perceived costs of leaving for employees and strengthen continuance commitment.

2.5.7. The Relationship Between Transformational Leadership and Employer Branding

Transformational leadership, characterized by inspiring and motivating followers, is crucial in shaping an organization's employer brand (Bryman et al., 2019). Conversely, a strong employer brand can attract and retain talent with the potential for transformational leadership qualities. This creates a symbiotic relationship between the two concepts. Leaders who exhibit transformational behaviors can positively influence employer branding in several ways. One example could be that transformational leaders inspire and motivate employees, leading to higher engagement and satisfaction (Judge & Ilies, 2002). This translates into a more positive work experience, strengthening the employer brand. Transformational leaders cultivate a culture of innovation, collaboration, and purpose (Bass & Avolio, 1994). This positive culture becomes an attractive aspect of the employer brand. Employees who feel valued and empowered by transformational leaders are likelier to become brand ambassadors, advocating for the organization and attracting new talent (Walumbwa et al., 2008). Research supports the positive influence of

transformational leadership on employer branding. A study by Liu et al. (2014) found that transformational leadership behaviors were positively associated with employer branding strength. Similarly, Krishnan and Cesur (2017) demonstrated that transformational leadership fosters a positive employer brand image. A strong employer brand can also attract individuals with the potential for transformational leadership: A positive employer brand attracts high-caliber candidates with leadership potential, creating a talent pool for future transformational leaders (Lievens & Van Der Heijden, 2003). A strong employer brand facilitates investment in leadership development programs, fostering the growth of transformational leaders within the organization (Backhaus & Tikoo, 2004). Transformational leadership and employer branding have a mutually reinforcing relationship. Transformational leaders create a positive work environment and culture, strengthening the employer brand. In turn, a strong employer brand attracts and retains talent with the potential for transformational leadership. This positive cycle fosters a thriving work environment and attracts high-caliber employees.

2.6. Research Question and Hypothesis

Overall, it might be effective and beneficial to see how organizational commitment creates a relationship between transformational leadership and employer branding concerning organizational commitment types. The subject of this research is the complex interplay between transformational leadership, organizational commitment, and employer branding perception, explicitly considering the context of The Great Resignation and Quiet Quitting trends in Turkey and worldwide. The global COVID-19 pandemic has fundamentally changed the work landscape with the widespread adoption of remote and hybrid work models. However, the recent emergence of "The Great Resignation" and "Quiet Quitting" trends (Hamouche et al., 2023; Yikilmaz,2022; Cohen,2021) has highlighted the need for organizations to carefully consider how leadership styles on employee perceptions and organizational commitment are interconnected to each other. Also, this research aims to investigate the intricate relationships between transformational leadership, organizational commitment, and employer branding perception, considering the moderating role of working models. Understanding these relationships can offer

valuable insights into employee engagement, organizational performance, and talent attraction strategies. Several studies have investigated the relationship between Return to Office policies and employee well-being, engagement, and intention to leave (Gualano et al., 2022; Bloom et al., 2013; Brockner & van Dijke, 2024). Research has also explored the effectiveness of transformational leadership in fostering positive employee outcomes (Howell & Avolio, 1993; Judge & Piccolo, 2004; Ahmad et al., 2023).

However, existing research has rarely examined the interplay between Return to Office policies, leadership styles, and employee perceptions in the context of The Great Resignation and Quiet Quitting. Understanding the impact of return-to-office policies on employee perceptions and commitment is critical for organizations navigating talent retention challenges in the post-pandemic era. This research is necessary to address the following gaps in knowledge: Limited understanding of the complex interplay between return-to-office policies, leadership styles, and employee perceptions in the context of The Great Resignation and Quiet Quitting. Uncertainty regarding the effectiveness of transformational leadership in mitigating negative perceptions associated with return-to-office policies. Lack of clarity on the moderating effect of working models (onsite, hybrid, remote) on the relationships between return-to-office policies, leadership, and employee perceptions. Unclear need for alternative leadership Models beyond transformational leadership in the post-pandemic workplace. This research addresses these gaps by proposing a comprehensive framework that examines the interplay between Return to Office policies, transformational leadership, organizational commitment, employer branding perception, and working models in The Great Resignation and Quiet Quitting.

This research design is unique and contributes original insights to the existing body of knowledge by Focusing on a relevant and timely topic with significant practical implications for organizations, integrating theoretical frameworks from various disciplines, including leadership, organizational psychology, and human resource management, employing a quantitative research methodology to provide robust and generalizable findings, considering the potential moderating effect of working models on

the relationships under investigation, investigating the need for alternative leadership models beyond transformational leadership.

This research has the potential to significantly advance our understanding of the complex dynamics at play in the post-pandemic workplace and provide valuable guidance for organizations seeking to attract and retain top talent, build a positive and productive work environment, and improve employer branding perception in the face of The Great Resignation and Quiet Quitting. Organizational commitment is critical to employee behavior and retention (Meyer & Allen, 1991).

This research aims to understand whether organizational commitment mediates the relationship between transformational leadership and employer branding perception, suggesting that TFL can indirectly influence EBP through increased commitment. One of the well-known theories in organizational commitment posits a link between leadership styles and employee commitment, dividing it into three sections (Meyer & Allan, 1991). Additionally, research by Al-Khoja and Girişken (2021) suggests that employee commitment can positively influence employer branding perception.

Different working models (onsite, hybrid, remote) may interact with return-to-office policies, leadership styles, and employee perceptions. This research aims to understand how the effectiveness of Transformational Leadership and the mediating role of Organizational Commitment may differ across different working models. Bloom et al. (2020) found that the effectiveness of remote work arrangements varied across different job types and organizational contexts. This suggests that the impact of Return to Office policies and leadership styles may also depend on the implemented working model. While transformational leadership can be effective, there may be a need for alternative leadership approaches in the post-pandemic workplace, particularly in hybrid and remote settings.

Transformational leadership style may be particularly relevant in remote work, where building trust and maintaining open communication is essential. These goals outline a comprehensive research agenda to understand the complex interplay between leadership styles, organizational commitment, and employer branding perception in the era of The

Great Resignation and Quiet Quitting. By addressing these goals, this research will provide valuable insights for organizations seeking to create a positive and productive work environment, attract and retain top talent, and improve employer branding perception in the post-pandemic era by emphasizing transformational leadership and organizational commitment.

H1. Transformational Leadership will be positively correlated with Employer Branding Perception.

H2. Affective Commitment will mediate the relationship between Transformational Leadership and Employer Branding Perception.

H3. Normative Commitment will mediate the relationship between Transformational Leadership and Employer Branding Perception.

H4. Continuance Commitment will less likely mediate the relationship between Transformational Leadership and Employer Branding Perception than other 2 organizational commitment factors.

H5. Hybrid working model will moderate the relationship between affective commitment and employer branding.

H6. Hybrid working model will moderate the relationship between normative commitment and employer branding.

H7. Hybrid model will moderate the relationship between continuance commitment and employer branding.

H8. Remote working model will moderate the relationship between affective commitment and employer branding.

H9. Remote working model will moderate the relationship between normative commitment and employer branding.

H10. Remote working model will moderate the relationship between continuance commitment and employer branding.

METHOD AND RESEARCH DESIGN

3.1. Participants & Procedures

Participants were invited via Microsoft Forms with a sample of employed individuals (aged 18 and 65) representing diverse industries from at least 261; 148 were females. There were 274 participants, but 13 of them were removed from the data due to missing data or illogical answers. For example, one participant did not tell where they live, or Some participants did not fully complete the survey or left certain questions unanswered. This incomplete data could not be used for a thorough analysis. These illogical responses were deemed unreliable and were thus excluded from the final dataset. The survey included validated scales for measuring the Transformational Leadership Scale (Bass & Avolio, 1992), the Organizational Commitment Scale (Wasti et al., 2000), and Employer Branding Perception (Amber & Barrow, 1996) through prepared forms on Microsoft Forms. Participants will be informed about all procedures in the study, and the data will be kept confidential. The online survey was used to collect the data on the respondents' perceptions of their organization's leadership style, organizational commitment, and employer branding perception. Demographic data included age, gender, industry, job title, and working model, which will be used to control for potential confounding variables. Regression analysis was used to assess the relationships between the parameters.

3.2. Descriptive Analysis

Descriptive statistics serve as summary metrics that provide quantitative insights into the variables within a dataset. They contrast with inferential statistics, as they focus on summarizing characteristics of a sample rather than drawing conclusions about the broader population the dataset may represent.

Table 3.1. Descriptive Analysis

	N	Mean	Std. Deviation	Variance	Skewness	Kurtosis
Age	261	35.03	11.24	126.40	1.13	4.12
Total Tenure Years	261	11.03	10.23	104.69	1.25	1.48
Education	261	5.36	1.80	3,27	-.42	.79
Working Style Satisfaction Levels	261	3.22	1.36	1.89	-.23	-1.11
Monthly Salary	261	37.63	5.32	28.34	.53	-1.45

3.3. Demographic Analysis

Based on the demographic data outlined in the table, it is evident that the participant pool was diverse across several demographic categories. Gender distribution among participants comprised 108 males, 148 females, and five individuals who chose not to disclose their gender. In terms of educational attainment, the majority of participants held an undergraduate degree (n = 123), followed by individuals pursuing graduate studies (n = 36) and those with a graduate degree (n = 43). Notably, 20 participants enrolled in Ph.D. programs, with 1 holding a Ph.D. degree. Examination of represented sectors revealed notable participation from professionals in training/consultancy (n = 66), information systems and technology (n = 22), health (n = 22), and banking and finance (n = 20). Regarding work preferences, the majority of participants favored onsite work (n = 200), followed by those preferring a hybrid model (n = 31) and remote work (n = 30). Lastly, salary distribution varied, with the most significant proportion falling within the 30,000-50,000 TL range (n = 106), followed by participants earning between the minimum wage and 20,000 TL (n = 34) and 20,000-30,000 TL (n = 52). The data highlights the diverse composition of the participant pool, reflecting a broad spectrum of backgrounds and preferences within the surveyed population.

Table 3.2. Demographic Analysis

Categories	Subcategories	Number of Participants
Gender	Male	108
	Female	148
	I do not prefer to answer	5
Education	High School	16
	Studying Assoc. Degree	1
	Associate Degree	3
	Studying Undergrad. Degree	11
	Undergraduate Degree	123
	Studying Grad. Degree	36
	Grad. Degree	43
	Studying Ph.D.	20
	Ph.D.	1
Sector	Information Systems and Technology	22
	Media and Communication	8
	Health	22
	Production	17
	Banking and Finance	20
	Food	6
	Social Service	4
	Training/Consultancy	66
	Telecommunication	1
	Transportation and Logistics	10
	Energy and Natural Resources	9
	NGOs	2
	Other	74

Categories	Subcategories	Number of Participants
Work Style	Onsite	200
	Hybrid	31
	Remote	30
Monthly Salary	Below Min. Wage	8
	Min Wage-20.000 TL	34
	20.000-30.000 TL	52
	30.000-50.000 TL	106
	50.000-70.000 TL	30
	70.000-90.000 TL	13
	Above 90.000 TL	18

3.4. Measures

3.4.1. Transformational Leadership Scale

In the literature, transformational leadership is classified into four dimensions: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. In this study, the Multifactor Leadership Questionnaire (MLQ-6S), developed by Bass and Avolio (1992), was used to measure the dimensions of perceived transformational leadership behaviors. The MLQ-6S is a widely used standard measurement tool for collecting data on three leadership styles: transactional, transformational, and laissez-faire leadership. Furthermore, this scale is a shortened version of the complete Multifactor Leadership Questionnaire. Researchers such as Vinger and Cilliers (2006), Erkuş and Günlü (2008), and Güngör and Erkuş (2010) have utilized this 12-item, four-dimensional scale to assess transformational leadership. Therefore, in this empirical study conducted in Turkey, the MLQ-6S was employed to measure transformational leadership behaviors related to idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. The

scale uses a five-point Likert-type response format (1=Never, 5=Always), with each dimension consisting of three items. The items in the Transformational Leadership Scale are used to assess transformational leadership's overall expertise, skills, and knowledge levels in terms of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

3.4.2. Organizational Commitment Scale

In this study, the organizational commitment scale and its components were developed by Meyer and Allen (1991). Originally consisting of 18 items, the scale was later reduced to 18 items, with each component of organizational commitment measured by six items. Wasti translated the Turkish adaptation of the scale (2000). This 5-point Likert-rated questionnaire ranges from 'strongly disagree' (1) to 'strongly agree' (5), as detailed in the Appendix section. The average of the eighteen items was calculated equally to determine overall organizational commitment including all three dimensions as affective, normative, and continuance commitment types. At the same time, each component was separately assessed based on the covered items. The scale has a high-reliability score (α = .87) (Asiltürk et al., 2019).

3.4.3. Employer Branding Scale

The Employer Brand Scale has been a pivotal tool in understanding the multifaceted construct of employer branding. Researchers have employed this scale to explore employees' perceptions, which significantly impact organizational outcomes such as commitment, retention, and overall productivity. The Employer Brand Scale has its roots in seminal works related to recruitment and retention as a new strategy (Amber & Barrow, 1996). These studies laid the groundwork for understanding employer branding and its implications. The scale comprises 23 items, each designed to capture distinct facets of the employer brand. Respondents rate their agreement with these statements on a 5-point Likert scale, from 5 (strongly agree) to 1 (strongly disagree). Notably, to enhance consistency, the phrase "slightly disagree" was modified to "disagree." In Turkey,

Aslantaş (2016) further refined the Employer Brand Scale. Initially consisting of five items, this scale was expanded to an 8-item version based on expert opinions. Participants responded using the same 5-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Undecided, 4 = Agree, and 5 = Strongly Agree. The reliability coefficient for this adapted scale was calculated as 0.895.

RESULTS

The study's analysis includes mediation, confirmatory, and reliability for all hypotheses using SPSS and Jamovi. Other analyses were conducted as needed in terms of descriptive and correlational data.

4.1. Confirmatory Factor Analysis

Before hypothesis testing, the items on organizational commitment were utilized for confirmatory factor analysis (CFA) to evaluate the construct validity of the organizational commitment scale. This scale comprises three subscales: affective commitment, normative commitment, and continuance commitment.

Confirmatory factor analysis for 12 items on the Organizational Commitment Scale results indicated that the data are poorly fit for the conceptual model, and the three subscales were not confirmed. Three factors were not confirmed, indicating a low level of fit χ^2=226 (261), p<.001; χ2/df ratio = 5.11; CFI = .91; TLI = .73; RMSEA = .12; SRMR =.08. The tested model included residual covariances for pairs of items with a residual correlation above .15.

Table 4.1. Confirmatory Factor Analysis for Organizational Commitment

Factor	Indicator	Estimate
Affective Commitment	I would be thrilled to spend the rest of my professional life in this organization	0.773
	I genuinely feel like this organization's problems are my own.	0.674

	I do not have a strong sense of belonging to my organization.	0.863
	I do not feel “emotionally attached” to this organization.	1.023
	This organization has an extraordinary meaning to me.	0.991
	This organization has an extraordinary meaning to me.	1.073
Normative Commitment	I feel no moral obligation to continue working with my current employer.	0.797
	Even though it would benefit me, I feel it is wrong to leave your organization now.	0.736
	I would feel guilty if I left my organization now.	0.996
	This organization deserves my loyalty.	1.046
	I would not consider leaving your organization right now because I feel obligated to the people here.	1.094
	I owe a lot to my organization.	0.879
Continuance Commitment	Currently, staying at my institution is a matter of necessity and desire.	1.192
	Even though I would like to, it is tough for me to leave my organization right now.	1.033

If I decided to leave my organization, much of my life would be disrupted.	0.784
I feel like I have too few options to consider leaving this organization.	0.728
I might have considered working elsewhere if I had not given so much of myself to this organization.	0.590
One of the few negative consequences of leaving this organization would be a shortage of alternatives.	0.398

Following the deletion of the Continuance Commitment scale, we undertook a rigorous process of re-evaluating residual covariances. This adjustment was necessary due to the previously insignificant indirect effects observed for Continuance Commitment in the relationship between Transformational Leadership and Employer Branding. By refining the model and re-assessing the residual covariances, we aimed to continuously improve the overall fit and clarity of the model, thereby strengthening its validity and reliability.

Table 4.2. Revised Confirmatory Factor Analysis for Organizational Commitment

Factor	Indicator	Estimate
Affective Commitment	I would be thrilled to spend the rest of my professional life in this organization	0.773
	I genuinely feel like this organization's problems are my own.	0.863
	I genuinely feel like this organization's problems are my own.	1.023
Normative Commitment	I feel no moral obligation to continue working with my current employer.	0.79
	I would feel guilty if I left my organization now.	0.99
	This organization deserves my loyalty.	1.04
	I would not consider leaving your organization right now because I feel obligated to the people here.	1.094
	I owe a lot to my organization.	0.879

4.2. Model Fit

After removing the continuance commitment in the model, the model fit was assessed using several fit indices to determine the adequacy of the measurement model. The chi-square test yielded a value of 39.0 with 16 degrees of freedom, and the p-value was 0.001, indicating a significant discrepancy between the observed and expected covariance

matrices. However, additional fit measures provided a more comprehensive evaluation. The Root Mean Square Error of Approximation (RMSEA) was 0.0343, with a 90% confidence interval ranging from 0.0449 to 0.104, suggesting a good fit given that the upper bound is below the acceptable threshold of 0.08. The Comparative Fit Index (CFI) was 0.972, and the Tucker-Lewis Index (TLI) was 0.951, both exceeding the commonly accepted cutoff of 0.90, indicating a good model fit. The Standardized Root Mean Square Residual (SRMR) was 0.0743, which is below the recommended threshold of 0.08. Together, these indices suggest that the measurement model fits the data well despite the significant chi-square result.

Table 4.3. Model Fit

Measure	**Normal Value**	**Acceptable Value**	**Obtained Values**
χ^2 p-value	p>0,05	-	.001
χ^2/df	<2	<5	2.437
CFI	>0.95	>0.90	0.972
TLI	>0.95	>0.90	0.951
RMSEA	<0.05	<0.080	0.074
SRMR	<0.05	<0.080	0.034

4.3. Reliability Analysis for Transformational Leadership Scale

The reliability analysis was conducted for Transformational Leadership for all participants by implementing a Likert Scale from 1 (strongly disagree) to 5 (strongly agree). The transformational Leadership scale is reliable (α = .96).

Table 4.4. Cronbach Alpha Reliability for 12 Transformational Leadership Items

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.96	.96	12

4.4. Reliability Analysis for Organizational Commitment Scale

The reliability analysis was conducted to measure affective commitment for all participants on a Likert Scale from 1 (strongly disagree) to 5 (strongly agree). The subscale items were found to be reliable (α = .87).

Table 4.5. Cronbach Alpha Reliability for 6 Affective Commitment Items

Subscales	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Affective Commitment	.87	.87	6
Normative Commitment	.80	.80	6

4.5. Reliability Analysis for Employer Branding Scale

The reliability analysis measured employer branding for all participants on a Likert Scale from 1 (strongly disagree) to 5 (strongly agree), including 23 items. The subscale items were found to be reliable (α = .95).

Table 4.6. Cronbach Alpha Reliability for 23 Employer Branding Items

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.95	.95	23

4.6. Testing for Mediation Analysis

Mediation analysis was performed with transformational leadership as a predictor, affective, continuance, and normative commitment as mediators, and employer branding as the outcome variable.

The study assessed the mediating role of affective, normative, and continuance commitment on the relationship between transformational leadership and employer branding perception. The results revealed a significant total effect of the impact of transformational leadership on employer branding perception $F(1,259)=227.29$, $p<.001$, $R^2=.46$ supporting H1. The study also found a significant total effect of the impact of transformational leadership on employer branding perception through affective commitment, $F(1,259)=5,78$, $p<.001$, $R^2=.20$ and normative commitment, $F(1,259)=74,75$, $p<.001$, $R^2=.22$, supporting H2 and H3. The effect of affective commitment was significant, $F(2, 258)=245,77$, $p<.001$, $R^2=.65$, and it is also applicable for the normative commitment that has a significant direct effect, $F(2,258)=212,78$, $p<.001$, $R^2= 62$. Both affective commitment and normative commitment have significant indirect effects. However, the total effect of continuance commitment was insignificant $F(1,259)=3.1$, $p>.05$, $R^2=,01$ supporting H4. The direct effect of continuance commitment was insignificant $F(2,258)=116,90$, $p>.05$, $R^2=,47$. Also, the indirect effect of continuance commitment was nonsignificant. H5 was not supported in the study in which hybrid, remote and onsite working had no significant differences across all levels.

Affective and normative commitment partially mediated the relationship between transformational leadership and employer branding perception. Table 10 presents the mediation summary and standard coefficients.

4.6.1. Mediation Role of Affective Commitment

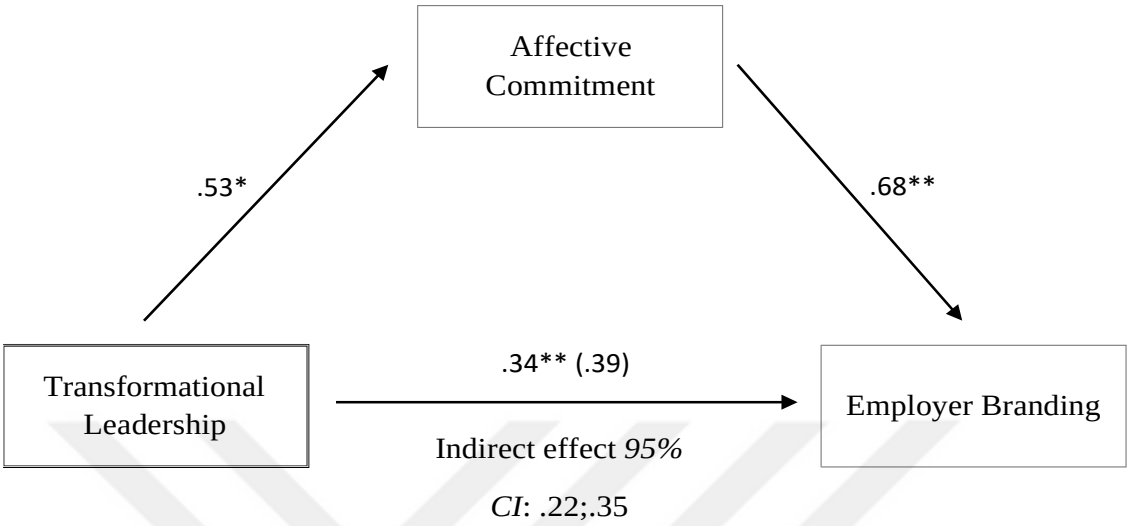
The regression analysis for Affective Commitment revealed a model fit with R=.538 and R^2=.289, indicating that the model explained 28.94% of the variance in Affective Commitment, $F(1,259)=105.480$, $p<.001$. Transformational Leadership had a significant coefficient of b=.578 (SE = .056), t=10.270, p<.001 with a 95% confidence interval from .467 to .689 and a standardized coefficient of β=.538.

For Employer Branding Mean, the model fit was strong with (R = .864) and (R^2 = .747), meaning 74.70% of the variance was explained (F (2, 258) = 380.91, p < .001). Significant coefficients included (b = .295) (SE = .031), (t = 9.32, p < .001) for Transformational Leadership Mean and (b = .498) (SE = .0295), (t = 16.89, p < .001) for Affective Commitment, with standardized coefficients of (β= .346) and (β= .627), respectively. The total effect of Transformational Leadership on Employer Branding Mean was (b = .584) (SE = .038), (t = 15.08, p < .001), with a standardized effect of (β = .683). The direct effect was (β = .295) ((SE = .0317), (t = 9.32, p < .001)), and the standardized direct effect was (β = .346). The indirect effect through Affective Commitment was (β = .288) with a 95% confidence interval from .223 to .356, and the completely standardized indirect effect was (β = .337) with a 95% confidence interval from .269 to .404. Bootstrap results confirmed the robustness of these estimates, with significant coefficients for both Affective Commitment and Employer Branding Mean, indicating reliable model parameters.

Table 4.7. Mediation Role of Affective Commitment

Effect	B	SE	t	p	95% CI LL	95% CI UL	β
Affective Commitment on (AC) on Transformational Leadership	0.57	0.05	10.27	<0.001	0.46	0.68	0.53
TFL (Direct Effect)	0.29	0.03	9.32	<0.001	0.23	0.35	0.34
		0.4	0.02	16.8	<0.001	0.44	0.55	0.62
Total Effect of TFL on EB		0.58		5.8	<0.001	0.50	0.66	0.68
Indirect Effect through AC		0.28	-	-	-	0.22	0.35	0.33

Figure 4.1. Mediation Role of Affective Commitment



Standardized regression coefficients for the relationship between transformational leadership and employer branding with the mediating role of affective commitment. The direct effect is displayed in parentheses. *<.01 **<.001

4.6.2. Mediation Role of Normative Commitment

The regression analysis for the model with Transformational Leadership Mean as the predictor, Normative Commitment as the mediator, and Employer Branding Mean as the outcome variable, based on a sample size of 261, showed the following results. For the mediation model, Normative Commitment demonstrated a model fit with R=0.473 and R^2=0.223, indicating that 22.37% of the variance in Normative Commitment was explained (F(1,259)=74.65,p<0.001). Transformational Leadership had a significant effect on Normative Commitment with a coefficient of β=0.411 (SE = 0.0476), t=8.64, p<0.001, and a standardized coefficient of β=0.473.

In the outcome model for Employer Branding Mean, the results indicated a strong fit with R=0.784 and R^2=0.615, meaning 61.55% of the variance was explained

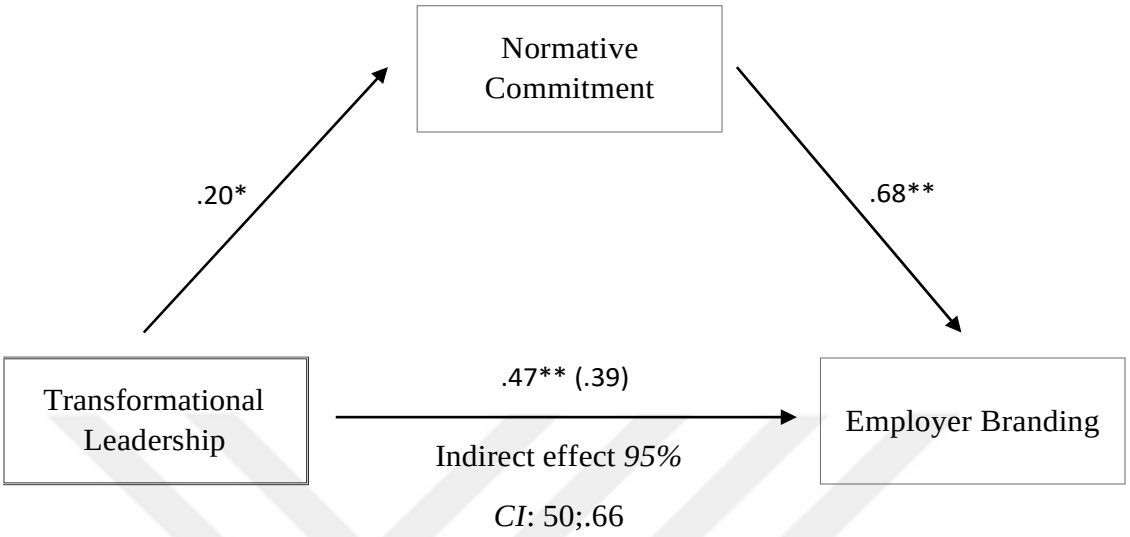
(F(2,258)=206.51,p<0.001). Significant predictors included Transformational Leadership (β=0.4076, SE = 0.0374, t=10.89,p<0.001, standardized coefficient β=0.477) and Normative Commitment (β=0.4293, SE = 0.0431, t=9.97,p<0.001, standardized coefficient β=0.4368).

The indirect effect through Normative Commitment was β=0.176 with a 95% confidence interval from 0.128 to 0.226, and the completely standardized indirect effect was β=0.206 with a 95% confidence interval from 0.152 to 0.260.

Table 4.8. Mediation Role of Normative Commitment

Effect	**B**	**SE**	**t**	**95% CI LL**	**95% CI UL**	**β**
TFL EB on TFL (Direct Effect)	0.41	0.04	8.64	0.31	0.50	0.47
	0.40	0.03	10.8	0.33	0.48	0.47
Normative Commitment	0.42	0.04	9.97	0.34	0.51	0.43
Total Effect of TFL on EB	0.58	0.03	15.08	0.50	0.66	0.68
Indirect Effect through NC	0.17	-	-	0.12	0.22	0.20

Figure 4.2. Mediation Role of Normative Commitment



Standardized regression coefficients for the relationship between transformational leadership and employer branding with the mediating role of affective commitment. The direct effect is displayed in parentheses. *<.01 **<.001

4.7. Moderation Analysis

The moderation analysis was conducted with SPSS 26, and PROCESS by Hayes Model 14 was utilized.

4.7.1. Moderation of Hybrid Working Model with Affective Commitment

In the PROCESS procedure for SPSS Version 4.2 (Hayes, 2022), Model 14 was utilized to examine the effects of transformational leadership on Employer Branding through affective commitment as a mediator, with 'Hybrid' as a moderator. The analysis involved a sample size of 261. For the outcome variable Affective Commitment, the regression model yielded an R^2 of .2894, with Transformational Leadership significantly predicting

Affective Commitment (β = .578, SE = .0563, t = 10.2704, p < .001). For Employer Branding, the model accounted for 75.06% of the variance (R^2 = .7506), with Transformational Leadership (b = .2909, SE = .0324, t = 8.9733, p < .001) and Affective Commitment (b = .4924, SE = .0312, t = 15.7613, p < .001) both significantly predicting Employer Branding. The interaction between and Hybrid did not significantly affect Employer Branding (b = .0704, SE = .0870, t = .8086, p = .4195), and the index of moderated mediation indicated a small, non-significant effect (b = .0407, SE = .0454, 95% CI [-.0458, .1331]).

Table 4.9. Moderation Of Hybrid Working Model with Affective Commitment

Variable	B	SE	t	95% CI LL	95% CI UL
Transformational Leadership	0.29	0.03	89.73	0.22	0.35
Affective Commitment	0.49	0.03	157.61	0.43	0.55
x Hybrid	0.07	0.08	0.80	-0.10	0.24
Index of Moderated Mediation	0.04	0.04		-0.04	0.13

4.7.2. Moderation of Remote Working Model with Affective Commitment

Conditional indirect effects analysis showed that the mediation effect of Affective Commitment was significant at low levels of remote work, with an effect size of 0.3326, a bootstrap standard error of 0.0491, and a 95% confidence interval ranging from 0.2404 to 0.4340. At high levels of remote work, the mediation effect was less pronounced, with an effect size of 0.2799, a bootstrap standard error of 0.0343, and a 95% confidence interval from 0.2160 to 0.3490. The index of moderated mediation was -0.0527, with a bootstrap standard error of 0.0386 and a 95% confidence interval ranging from -0.1308 to 0.0199, indicating a moderate effect of remote work on the mediation process.

Table 4.10. Moderation Of Remote Working Model with Affective Commitment

Variable	B	SE	t	95% CI LL	95% CI UL
Transformational Leadership on Employer Branding	0.57	0.05	10.27	0.46	0.68
Transformational Leadership	0.28	0.03	8.87	0.22	0.34
Low Remote	0.33	0.04		0.24	0.43
High Remote	0.27	0.03		0.21	0.34
Index of Moderated Mediation	-0.05	0.03		-0.13	0.01

4.7.3. Moderation of Hybrid Working Model with Normative Commitment

According to the PROCESS macro for SPSS (Hayes, 2022), Model 14 was utilized to explore the relationship between transformational leadership Transformational Leadership and employer branding, with Normative Commitment acting as a mediator and Hybrid as a moderator.

The analysis demonstrated that transformational leadership significantly predicted normative commitment, with a regression coefficient(β= 0.411, SE = 0.047, t= 8.64, p<.001). In turn, normative commitment significantly predicted employer branding, with a regression coefficient (β= 0.418, SE = 0.044, t = 9.40, p<.001). The direct effect of transformational leadership on employer branding was also significant, with a regression coefficient (β= 0.403, SE = 0.038, t = 10.58, and a p<.001).

The moderation analysis revealed that Hybrid did not significantly moderate the relationship between normative commitment and employer branding, with a regression coefficient (β= -0.371, SE = 0.459, t = -0.81, p = .420). Conditional indirect effects indicated that the indirect effect of transformational leadership on employer branding through normative commitment was significant at high levels of Hybrid, with a coefficient (β= 0.253) and a 95% confidence interval ranging from 0.080 to 0.406.

However, this effect was not significant at low levels of Hybrid, with a coefficient (β= 0.172) and a 95% confidence interval from 0.125 to 0.222. The index of moderated mediation was 0.081,(SE = 0.080) and a 95% confidence interval ranging from -0.092 to 0.220, indicating that the moderated mediation effect was not statistically significant.

Table 4.11. Moderation of Hybrid Working Model with Normative Commitment

Variable	**B**	**SE**	**t**	**p**		**95% CI LL**	**95% CI UL**
Transformational Leadership Outcome: Employee Branding	0.41	0.04	8.64	<.001	0.31		0.50
Transformational Leadership	0.40	0.03	10.58	<.001	0.32		0.47
Normative Commitment	0.41	0.04	9.40	<.001	0.33		0.50
Hybrid (Moderator)							
Normative Commitment * Hybrid (Interaction)	-0.37	0.45	-0.81		.420	-12.78	0.53
Conditional Indirect Effects of TFL on EBP through NC							
High levels of Hybrid	0.25	0.08				0.08	0.40
Low levels of Hybrid	0.17	0.02				0.12	0.22

Variable	B	SE	t	p	95% CI LL	95% CI UL
Index of Moderated Mediation	0.08	0.08			-0.09	0.22

4.7.4. Moderation of Remote Working Model with Normative Commitment

In the PROCESS macro for SPSS (Hayes, 2022), Model 14 was used to examine the effects of transformational leadership on employer branding, with Normative Commitment serving as a mediator and remote work (Remote) acting as a moderator. The analysis, which included a sample of 261 participants, revealed that transformational leadership significantly predicted normative commitment, with a regression coefficient (β=0.411, SE = 0.047, t= 8.64, p<.001). Normative commitment significantly predicted employer branding, with a regression coefficient (β=0.506, SE = 0.091, t= 5.54, p<.001). The direct effect of transformational leadership on employer branding was also significant, with a regression coefficient (β=0.391, SE=0.038, t=10.25, and a p<.001).

Moderation analysis indicated that remote work did not significantly moderate the relationship between normative commitment and employer branding, with a regression coefficient of (β=0.040, SE=0.277, t=0.14, p= .885). The interaction term for remote work was also not significant, with a regression coefficient (β=-0.086, SE=0.0992, t=-0.87, p=.385). The conditional indirect effect of transformational leadership on employer branding through normative commitment was significant at low levels of remote work, with a coefficient (β=0.208) and a 95% confidence interval ranging from 0.120 to 0.303. However, this effect was not significant at high levels of remote work, with a coefficient of 0.172 and a 95% confidence interval from 0.124 to 0.222. The index of moderated mediation was -0.035, with a standard error of 0.042 and a 95% confidence interval ranging from -0.121 to 0.048, indicating that the moderation effect was not statistically significant.

Table 4.12. Moderation of Remote Working Model with Normative Commitment

Variable	B	SE	t	p	95% CI LL	95% CI UL
Transformational Leadership	0.41	0.04	8.64	<.001	0.31	0.50
Outcome: Employee Branding Perception						
Transformational Leadership	0.39	0.03	10.25	<.001	0.31	0.46
Normative Commitment	0.50	0.09	5.54	<.001	0.32	0.68
Normative Commitment * Remote	0.04	0.27	0.14	.88	-0.50	0.58
Interaction Term (Int_1)	-0.08	0.09	-0.87	.38	-0.28	0.10
Conditional Indirect Effects of TF on EBP through NC						
Low levels of Remote	0.20	0.04			0.12	0.30
High levels of Remote	0.17	0.02			0.12	0.22
Index of Moderated Mediation	-0.03	0.04			-0.12	0.04

DISCUSSION

This study contributes to understanding the complex relationships between transformational leadership, commitment types, and employer branding perception. The findings underscore the significant influence of transformational leadership on how employees perceive their organization's employer brand. Transformational leaders significantly shape the organizational culture and employee attitudes toward the employer brand through their ability to inspire and motivate. The study found strong empirical evidence supporting the direct impact of transformational leadership on employer branding perception. This aligns with previous research indicating that transformational leadership behaviors, such as vision-setting, empowerment, and role modeling, enhance employees' identification with the organization and its values (Avolio & Bass, 1988; Yukl, 1999). All hypotheses in the study were confirmed.

Both affective and normative commitment significantly mediate the relationship between transformational leadership and employer branding perception. Affective commitment, characterized by employees' emotional attachment and identification with the organization, significantly mediated this relationship. This finding supports existing literature suggesting that affective commitment enhances employees' endorsement and promotion of the employer brand (Meyer & Allen, 1991; Meyer & Herscovitch, 2001). Similarly, normative commitment, rooted in employees' alignment with Organizational goals and values, also mediated the relationship, reinforcing positive perceptions of employer branding (Meyer & Allen, 1991).

Conversely, continuance commitment did not show significant mediating, nor did it influence employer branding perception directly. This finding diverges from expectations and suggests that continuance commitment, based on the perceived costs of leaving the organization, may not impact how employees perceive the employer brand. This lack of influence could indicate that continuance commitment is less impactful in shaping positive perceptions of the organization's brand identity and appeal.

The results provide strong evidence for the mediating effects of affective and normative commitment. Transformational leadership, characterized by inspiring and motivating behaviors (Bass & Avolio, 1994), fosters a strong emotional attachment (affective commitment) and a sense of obligation (normative commitment) to the organization (Meyer & Allen, 1991). These commitments, in turn, translate into a more positive perception of employer branding. This suggests that leaders who cultivate a supportive and inspiring work environment can indirectly enhance employer branding by fostering a more emotionally connected and duty-bound workforce (Maak et al., 2009).

As expected, continuance commitment did not significantly mediate the relationship between transformational leadership and employer branding. This could be because continuance commitment stems from a lack of better alternatives (e.g., job security concerns) (Allen & Meyer, 1990). While transformational leadership may improve the overall work experience, it might not necessarily reduce the perceived need for employees to stay due to a lack of other options.

These findings hold valuable implications for organizations seeking to strengthen their employer brand. While the study provides valuable insights, some limitations remain. The research relies on self-reported data, which can be susceptible to bias. Additionally, the study focuses on a single organization. Future research could explore these relationships in diverse organizational settings and incorporate objective measures of employer branding perception. Furthermore, investigating the long-term effects of commitment on employer branding and employee behavior would be valuable (Aaker, 1991).

Overall, this study illuminates the intricate relationship between leadership style, employee commitment, and employer branding. By fostering a work environment that inspires and motivates employees, organizations can leverage the power of commitment to cultivate a strong employer brand and attract and retain top talent.

This study has limitations regarding research design, sample size, and demographics. The research design should have included the moderator effect as a working model for all

variables. However, this could not be performed due to technical difficulties—instead, preliminary factor analysis with ANOVA was conducted.

Having the working model may have some implications, such as better model fit results, including new perspectives to see the differences between remote, hybrid, and onsite employees, which might be beneficial for researchers and employers to understand the underlying mechanisms of working model effects on transformational leadership, organizational commitment, and employer branding. It is a complex structure to study and see the outcomes within and between each variable. Since the shift of working models emerged rapidly after COVID-19, more research is needed to investigate many related variables in organizational behavior (Schmit,2024).

Advantageously, some studies observed the dynamics of different working styles. Uru et al. (2022) stated that each working style has advantages and disadvantages. Further, they investigated the moderator effect of different working styles. In this context, most research has been focused on flexibility, well-being, and job satisfaction of employees in the era of post-pandemic (Dandalt, 2021). For example, Verma (2022) emphasized that in virtual environments, transformational leadership effectively influences organizational commitment. It is helpful to adapt the transformational leadership style elements so that employees stay in their organizations. Other studies found that remote working moderated the relationship between leadership style, performance, work-life balance, and self-control (Walsh et al., 2023; Bijker et al., 2023; Cehovic-Dixneuf, E., 2023). The result of these studies can shed light on the effect of remote, hybrid, and onsite working with their moderator and mediator effects.

The current study has found partial mediator effects of 3 different organizational commitment styles between transformational leadership and employer branding perception among employees in Turkey from various industries and demographics. One of the pieces of advice for future research is to consider other organizational behavior concepts like organizational citizenship behavior, job satisfaction, job performance, absenteeism, and organizational engagement studying with remote, hybrid, and onsite workers. There could be significant differences when working styles are taken into consideration. There are studies in the literature during pandemic times, but at the

moment, researchers can theorize and make new assumptions about the effects of pandemics in the workplace. They can also add qualitative aspects of these effects in different areas of life.

Additionally, it is essential to note that the sample size in this study comprised 261 participants from diverse industries in Turkey. While this provides valuable insights into the dynamics of transformational leadership, commitment types, and employer branding perception within this specific context, there is an opportunity for future research to expand on this foundation. A larger sample size would enhance the generalizability of the findings, allowing for more robust conclusions about the relationships under investigation. Moreover, focusing on a single industry could offer a more nuanced understanding of how these variables operate within a particular organizational context, enabling researchers to tailor their hypotheses and recommendations to address industry-specific challenges and opportunities. Most of the moderators were non-significant due to an unachieved number of participants in the study. Other methods have been utilized in the study with different statistical programs and estimators, but the model fit was not still better.

Furthermore, the exclusive reliance on Turkish participants in data collection warrants consideration regarding the generalizability of the findings beyond this demographic. Cross-cultural research methodologies could provide valuable insights into how these relationships manifest across different cultural contexts, offering a more comprehensive understanding of their universality or cultural specificity. Exploring cultural variations in leadership perceptions, commitment dynamics, and employer branding perceptions could unveil unique cultural-related outcomes and shed light on the influence of cultural factors on organizational behavior and management practices. By incorporating diverse cultural perspectives, researchers can enrich their understanding of these phenomena and develop strategies that resonate with a broader range of organizational contexts, ultimately contributing to more inclusive and effective management practices on a global scale.

Future research could build upon this study by delving deeper into several avenues. Firstly, exploring the long-term effects of different RTO policies, leadership styles, and working arrangements on employee well-being, engagement, and employer branding

perception would provide valuable insights into sustainable strategies for post-pandemic workplaces. Longitudinal studies tracking changes over time could elucidate how these variables interact and evolve as organizations adapt to the new normal. Moreover, investigating the role of organizational culture in shaping employee perceptions of leadership, commitment, and employer branding perception could offer a more comprehensive understanding of the underlying mechanisms at play. By examining how cultural values, norms, and practices influence employee attitudes and behaviors, researchers can provide tailored recommendations for fostering a positive organizational culture that enhances employee satisfaction and organizational performance.

Moreover, future research could explore the impact of technological advancements, such as artificial intelligence and automation, on leadership dynamics, commitment levels, and employer branding perception. As organizations increasingly rely on technology to facilitate remote work and streamline operations, understanding how these technological changes intersect with leadership practices and employee perceptions is crucial for effective management and talent development strategies.

Additionally, considering the broader societal and economic implications of the post-pandemic workplace, future research could investigate how macro-level factors, such as economic uncertainty, geopolitical shifts, and demographic trends, influence organizational behavior and management practices. By contextualizing organizational dynamics within broader socio-economic trends, researchers can provide valuable insights into how organizations can adapt and thrive in an ever-changing environment.

Overall, future research endeavors should aim to provide actionable insights and evidence-based recommendations for addressing the multifaceted challenges and opportunities of the post-pandemic workplace. By adopting a multidisciplinary approach and leveraging diverse research methodologies, scholars can contribute to the development of innovative solutions that support organizational resilience, growth, and success in the years to come.

While transformational leadership positively impacts employee branding perception both directly and indirectly through affective commitment, the hybrid work model does not significantly moderate this mediation effect.

CONCLUSION

In conclusion, this study significantly contributes to the understanding of the complex relationships between transformational leadership, commitment types, and employer branding perception. The findings underscore the critical influence of transformational leadership on employees' perceptions of their organization's employer brand. Transformational leaders, through their ability to inspire and motivate, shape organizational culture and employee attitudes toward the employer brand. This study found robust empirical evidence supporting the direct impact of transformational leadership on employer branding perception, consistent with previous research indicating that transformational leadership behaviors enhance employees' identification with the organization and its values.

The study confirmed all hypotheses, demonstrating that both affective and normative commitment significantly mediate the relationship between transformational leadership and employer branding perception. Affective commitment, characterized by employees' emotional attachment and identification with the organization, plays a significant mediating role, supporting existing literature suggesting that affective commitment enhances employees' endorsement and promotion of the employer brand. Similarly, normative commitment, rooted in employees' alignment with organizational goals and values, also mediates this relationship, reinforcing positive perceptions of employer branding.

Conversely, continuance commitment did not show significant mediating effects nor directly influence employer branding perception. This finding suggests that continuance commitment, based on the perceived costs of leaving the organization, may not impact how employees perceive the employer brand, indicating that it is less impactful in shaping positive perceptions of the organization's brand identity and appeal.

These results provide strong evidence for the mediating effects of affective and normative commitment. Transformational leadership, characterized by inspiring and motivating behaviors, fosters a strong emotional attachment (affective commitment) and a sense of obligation (normative commitment) to the organization. These commitments translate into a more positive perception of employer branding, suggesting that leaders who cultivate a supportive and inspiring work environment can indirectly enhance employer branding by fostering a more emotionally connected and duty-bound workforce.

Despite the study's valuable insights, some limitations remain. The reliance on self-reported data can introduce bias, and the focus on a single organization limits the generalizability of the findings. Future research should explore these relationships in diverse organizational settings and incorporate objective measures of employer branding perception. Additionally, investigating the long-term effects of commitment on employer branding and employee behavior would be valuable.

The study also highlights the need to consider the effects of different working models, such as remote, hybrid, and onsite work, on transformational leadership, organizational commitment, and employer branding. Given the rapid shift in working models post-COVID-19, more research is needed to explore these variables in organizational behavior. Future studies should also consider other organizational behavior concepts like organizational citizenship behavior, job satisfaction, job performance, absenteeism, and organizational engagement, particularly in the context of different working models.

Moreover, expanding the sample size and focusing on specific industries could provide more nuanced insights into the dynamics of transformational leadership, commitment types, and employer branding perception. Cross-cultural research methodologies could also offer valuable insights into how these relationships manifest across different cultural contexts.

Future research should also explore the impact of technological advancements on leadership dynamics, commitment levels, and employer branding perception. As organizations increasingly rely on technology to facilitate remote work and streamline operations, understanding how these changes intersect with leadership practices and

employee perceptions is crucial for effective management and talent development strategies.

This study illuminates the intricate relationship between leadership style, employee commitment, and employer branding. By fostering a work environment that inspires and motivates employees, organizations can leverage the power of commitment to cultivate a strong employer brand, attracting and retaining top talent. Future research should aim to provide actionable insights and evidence-based recommendations for addressing the multifaceted challenges and opportunities of the post-pandemic workplace. While transformational leadership positively impacts employee branding perception directly and indirectly through affective commitment, the hybrid work model does not significantly moderate this mediation effect.

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APPENDICES

Appendix A. Transformational Leadership Scale (Turkish) (Saleem, A. M., 2019)

Aşağıda yöneticilerinizle ilgili düşüncelerinizi temsil edebilecek çeşitli maddeler vardır, şu anki iş yerinizde ya da çalışmıyorsanız bir önceki iş yerinizdeki yöneticileriniz ne derece bu davranışları gösterdiğini göz önünde bulundurarak 1 (en düşük) - 5 (en yüksek) olacak şekilde değerlendiriniz.

	Kesinlikle Katılmıyorum	Nadiren Katılıyorum	Kısmen Katılıyorum	Çoğunlukla Katılıyorum	Kesinlikle Katılıyorum
	1	2	3	4	5
Çalışanların kendilerini iyi hissetmelerini sağlar.	.	.	.	.	.
Çalışanları ona tam anlamıyla güvenir.	.	.	.	.	.
Çalışanları onunla çalışmaktan gurur duyarlar.	.	.	.	.	.
Niyet ve düşüncelerini basit ve kısa cümlelerle açıklarlar.	.	.	.	.	.
Yapabileceğimiz işlerle ilgili örnek davranışlar sergilerler.	.	.	.	.	.
Çalışanlarının yaptıklarıyla işlerin anlamasını kavramalarına yardım eder.	.	.	.	.	.
Çalışanlarının problem çözümünde farklı bakış açıları geliştirmelerini sağlarlar.	.	.	.	.	.
Çalışanlarının problemlere farklı bakış açılarıyla yaklaşmalarını sağlar.	.	.	.	.	.
Çalışanlarını daha önce hiç sorgulanmamış fikirleri düşünmeye sevk eder.	.	.	.	.	.

	Kesinlikle Katılmıyorum	Nadiren Katılıyorum	Kısmen Katılıyorum	Çoğunlukla Katılıyorum	Kesinlikle Katılıyorum
Çalışanlarının bireysel gelişimlerine yardımcı olur.	.	.	.	.	.
Çalışanlarının yapmakta oldukları işler hakkında ne düşündüğünü bilmelerini ister.	.	.	.	.	.
Dışlanmış görünen çalışanlarına özel önem verir.	.	.	.	.	.

Appendix B. Transformational Leadership Scale (English) (Saleem, A. M., 2019)

Below there are various items that may represent your thoughts about your managers. Please evaluate on a scale of 1 (lowest) - 5 (highest), considering to what extent your managers at your current workplace or, if you are not working, at your previous workplace, showed these behaviors.

	Strongly Disagree	Rarely Agree	Partially Agree	Mostly Agree	Strongly Agree
	1	2	3	4	5
They make employees feel good.	.	.	.	.	.
Their employees trust him completely	.	.	.	.	.
Their employees are proud to work with him	.	.	.	.	.
They explain their intentions and thoughts in simple and short sentences.	.	.	.	.	.
They exhibit exemplary behavior regarding the work we can do	.	.	.	.	.
They help employees understand the meaning of things through their actions.	.	.	.	.	.
They enable their employees to develop different perspectives in problem-solving.	.	.	.	.	.
They enable employees to approach problems from different perspectives	.	.	.	.	.
They push employees to consider ideas that have never been questioned before.	.	.	.	.	.
They help the individual development of their employees.	.	.	.	.	.
They want their employees to know what they think about their work.	.	.	.	.	.

	Strongly Disagree	Rarely Agree	Partially Agree	Mostly Agree	Strongly Agree
They pay special attention to their employees who seem to be excluded.	.	.	.	.	.

Appendix C. Organizational Commitment Scale (Turkish) (Wasti, S. A., 2000)

Aşağıda yer alan kendi şirketinizle ilgili hisslerinizle ilgili maddelere ne derece katıldığınızı 1 (en düşük) - 5 (en yüksek) olacak şekilde değerlendiriniz.

	Kesinlikle Katılmıyorum	Nadiren Katılıyorum	Kısmen Katılıyorum	Çoğunlukla Katılıyorum	Kesinlikle Katılıyorum
	1	2	3	4	5
Meslek hayatımın kalan kısmını bu kuruluşta geçirmek beni çok mutlu eder.	.	.	.	.	.
Bu kuruluşun sorunlarını gerçekten kendi sorunlarım gibi hissediyorum.	.	.	.	.	.
Kuruluşuma karşı güçlü bir ait olma hissim yok.	.	.	.	.	.
Bu kuruluşa kendimi "duygusal olarak bağlı" hissetmiyorum.	.	.	.	.	.
Kendimi kuruluşumda "ailenin bir parçası" gibi hissetmiyorum	.	.	.	.	.
Bu kuruluşun benim için çok özel bir anlamı var.	.	.	.	.	.
Mevcut işverenimle çalışmaya devam etmek için hiçbir manevi yükümlülük hissetmiyorum.	.	.	.	.	.
Benim için avantajlı da olsa kuruluşumdan şu anda ayrılmanın doğru olmadığını hissediyorum.	.	.	.	.	.
Kuruluşumdan şimdi ayrılsam kendimi suçlu hissederim.	.	.	.	.	.

	Kesinlikle Katılmıyorum	Nadiren Katılıyorum	Kısmen Katılıyorum	Çoğunlukla Katılıyorum	Kesinlikle Katılıyorum
Bu kuruluş benim sadakatimi hak ediyor.	.	.	.	.	.
Buradaki insanlara karşı yükümlülük hissettiğim için kuruluşumdan şu anda ayrılmayı düşünmem.	.	.	.	.	.
Kuruluşuma çok şey borçluyum.	.	.	.	.	.
Şu anda kurumumda kalmak benim için bir istek olduğu kadar gereklilik meselesidir.	.	.	.	.	.
İstesem de, şu anda kuruluşumdan ayrılmak benim için çok zor.	.	.	.	.	.
Şu anda kuruluşumdan ayrılmak istediğime karar versem, hayatımın çoğu alt üst olur.	.	.	.	.	.
Bu kuruluşu bırakmayı düşünemeyeceğim kadar az seçeneğim olduğunu düşünüyorum.	.	.	.	.	.
Eğer bu kuruluşa kendimden bu kadar çok vermiş olmasaydım, başka yerde çalışmayı düşünebilirdim.	.	.	.	.	.
Bu kuruluştan ayrılmanın az sayıdaki olumsuz sonuçlarından biri alternatif kıtlığı olurdu.	.	.	.	.	.

Appendix D. Organizational Commitment Scale (English) (Wasti., 2000)

Below are various items that may represent your thoughts about your managers. Please evaluate on a scale of 1 (lowest) - to 5 (highest), considering to what extent your managers at your current workplace or, if you are not working at your previous workplace, showed these behaviors.

	Strongly Disagree	Rarely Agree	Partially Agree	Mostly Agree	Strongly Agree
	1	2	3	4	5
I would be thrilled to spend the rest of my professional life in this organization	.	.	.	.	.
I genuinely feel like this organization's problems are my own.	.	.	.	.	.
I do not have a strong sense of belonging to my organization.	.	.	.	.	.
I do not feel “emotionally attached” to this organization.	.	.	.	.	.
I do not feel like a "part of the family" at my organization.	.	.	.	.	.
This organization has an extraordinary meaning to me.	.	.	.	.	.
I feel no moral obligation to continue working with my current employer.	.	.	.	.	.
Even though it would benefit me, I feel it is wrong to leave your organization now.	.	.	.	.	.
I would feel guilty if I left my organization now.	.	.	.	.	.
This organization deserves my loyalty.	.	.	.	.	.

	Strongly Disagree	Rarely Agree	Partially Agree	Mostly Agree	Strongly Agree
I would not consider leaving your organization right now because I feel obligated to the people here.	.	.	.	.	.
I owe a lot to my organization.	.	.	.	.	.
Currently, staying at my institution is a matter of necessity and desire.	.	.	.	.	.
Even though I would like to, it is tough for me to leave my organization right now.	.	.	.	.	.
If I decided to leave my organization, much of my life would be disrupted.	.	.	.	.	.
I feel like I have too few options to consider leaving this organization.	.	.	.	.	.
I might have considered working elsewhere if I had not given so much of myself to this organization.					
One of the few negative consequences of leaving this organization would be a shortage of alternatives.	.	.	.	.	.

Appendix E. Employer Branding Perception Scale (Turkish) (İşeri et al., 2021)

Aşağıda yer alan kendi iş vereninizle ilgili maddelere ne derece katıldığınızı 1 (en düşük) - 5 (en yüksek) olacak şekilde değerlendiriniz.

	Kesinlikle Katılmıyorum	Nadiren Katılıyorum	Kısmen Katılıyorum	Çoğunlukla Katılıyorum	Kesinlikle Katılıyorum
	1	2	3	4	5
Çalıştığım kurum, sektöründe çalışılacak en iyi yerdir.	.	.	.	.	.
Çalıştığım kurumda çalışmak, yeni mezunlara cazip gelir.	.	.	.	.	.
Çalıştığım kurumda başarılı olabilmek için beklenenden daha fazla çaba göstermeye hazırım.	.	.	.	.	.
Bu kurumu çalışmak için çevreme öneririm.	.	.	.	.	.
Çalıştığım kurumda iş arkadaşlarımla iyi ilişkiler içindeyim.	.	.	.	.	.
Çalıştığım kurumda üstlerimle iyi ilişkiler içindeyim.	.	.	.	.	.
Çalıştığım kurumda yöneticiler, çalışanlara karşı ilgilidir.	.	.	.	.	.
Çalıştığım kurumda yöneticiler, çalışanlara karşı samimidir.	.	.	.	.	.
Çalıştığım kurumda yöneticiler, liderlik vasıflarına sahiptir.	.	.	.	.	.
Bu kuruma yetkin çalışanlar seçilir.	.	.	.	.	.
Çalıştığım kurumda, yenilikçi ve sorunlara çözüm getiren öneriler ödüllendirilir.	.	.	.	.	.

	Kesinlikle Katılmıyorum	Nadiren Katılıyorum	Kısmen Katılıyorum	Çoğunlukla Katılıyorum	Kesinlikle Katılıyorum
Çalıştığım kurum, fikirlerimi önemser.	.	.	.	.	.
Çalıştığım kurum, eleman temininde kendi çalışanlarının düşüncelerine önem verir.	.	.	.	.	.
Çalıştığım kurum, benim iş-özel yaşam dengeme özen gösterir.	.	.	.	.	.
İyi kalitede hizmet veren bir kurumda çalışıyorum.	.	.	.	.	.
Çalıştığım kurumda, çalışanların yararlanabileceği sosyal imkanlar bulunur.	.	.	.	.	.
Çalıştığım kurumda, ailelerimizle katılabileceğimiz sosyal etkinlikler düzenlenir.	.	.	.	.	.
Bu kurumda, çalışanlar arasında eğlenceli bir iş ortamı vardır.	.	.	.	.	.
Çalıştığım kurumda, kendimi ailenin bir parçası olarak hissediyorum.	.	.	.	.	.
Kariyerimin devamında bu kurumda çalışmak isterim.	.	.	.	.	.
Diğer kurumlar arasından seçim yapmak zorunda olsam, yine çalıştığım kurumu seçerdim.	.	.	.	.	.
Çalıştığım kurum, benim hedeflerimi önemser.	.	.	.	.	.
Çalıştığım kurumda, mesleki uzmanlaşmaya yönelik iş içeriği mevcuttur.	.	.	.	.	.

Appendix F. Employer Branding Perception Scale (English) (İşeri et al., 2021)

Please rate the extent to which you agree with the following items about your employer on a scale of 1 (lowest) to 5 (highest).

	Strongly Disagree	Rarely Agree	Partially Agree	Mostly Agree	Strongly Agree
	1	2	3	4	5
The company I work for is the best place to work in its industry	.	.	.	.	.
Working at the institution I work for is attractive to new graduates.	.	.	.	.	.
I am ready to make more effort than expected to be successful in the institution I work for.	.	.	.	.	.
I have good relations with my superiors in the organization I work for.	.	.	.	.	.
In the organization I work for, managers care about their employees.	.	.	.	.	.
In the organization I work for, managers are sincere towards employees.	.	.	.	.	.
In the organization I work for, managers have leadership qualities.	.	.	.	.	.
Competent employees are selected for this institution.	.	.	.	.	.
In the organization I work for, innovative and problem-solving suggestions are rewarded.	.	.	.	.	.
The institution I work for attaches importance to the opinions of its employees when recruiting personnel.	.	.	.	.	.

	Strongly Disagree	Rarely	Agree	Partially Agree	Mostly Agree	Strongly Agree
The organization I work for takes care of my work-life balance.	.	.	.	.	.	
The organization I work for has social opportunities that employees can benefit from.	.	.	.	.	.	
At the institution where I work, social events are organized that we can participate in with our families.	.	.	.	.	.	
In this organization, there is a fun work atmosphere among the employees.	.	.	.	.	.	
I feel like a part of the family at my organization.	.	.	.	.	.	
I want to work in this institution throughout my career.	.	.	.	.	.	
If I had to choose among other institutions, I would still choose the institution where I work.	.	.	.	.	.	
The company I work for cares about my goals.	.	.	.	.	.	
The institution I work for has job content for professional specialization.	.	.	.	.	.	

Appendix G. Informed Consent (English)

You are invited to participate in a research study conducted to investigate the mediating role of organizational commitment in the relationship between transformational leadership and employees' perceptions of the employer brand, taking into account the moderating effect of work models. Participation in this study is voluntary. You have the freedom to refuse participation or withdraw from the study at any time without giving any reason. You will be invited to complete a survey using Microsoft Forms. The survey will take approximately 5 minutes to complete. The survey will ask you questions about your work experiences, including: Your perceptions of your leader's behavior, your level of commitment to your organization, your perception of your employer brand and your current working model. Your answers will be kept confidential. Your individual responses will not be published or shared with anyone outside the research team. All data will be stored securely on servers in the Istanbul Bilgi University network. There is no direct benefit to you from participating in this study. But your participation can contribute to a better understanding of how leadership styles, organizational commitment and work models affect employees' perception of the employer brand. This information can be valuable to organizations looking to attract and retain talent. There are no known risks of participating in this study. Your privacy will be protected throughout the research process. Your identity will not be associated with your responses in any reports or publications. As a participant in this study, you have the right to be informed about the research study, to refuse participation or withdraw from the study at any time, to ask questions about the research study, and to access and correct your data. Once the study is completed, the data is deleted within 2 years.

Contact information:

If you have any questions about the research, you can contact the researcher whose contact information is provided below.

Ediz Deniz Zati

Consent:

By completing the survey, you indicate that you have read and understood this informed consent form and that you agree to participate in this research.

Yes ___

No ___

Appendix H. Informed Consent (Turkish)

Araştırmacı: Ediz Deniz Zati

Tez Danışmanı: Dr. Gergely Czukor

İstanbul Bilgi Üniversitesi, Psikoloji Bölümü, Kağıthane İstanbul

İstanbul Bilgi Üniversitesi'nden araştırmacı Ediz Deniz Zati'nin Assist. Prof. Gergely Czukor danışmanlığında yürüttüğü araştırma çalışmasına davetlisiniz. Bu çalışmanın amacı iş hayatında yaşadığınız belirli deneyimleriniz ve düşüncelerinizle ilgili bilgi toplamaktır. Bu çalışmada katılım gönüllüdür. Herhangi bir sebep belirtmeden istediğiniz zaman katılımı reddetme veya araştırmadan çekilme özgürlüğüne sahipsiniz. Microsoft Forms'u kullanarak bir anketi doldurmaya davet edileceksiniz. Anketin tamamlanması yaklaşık 5 dakika sürecektir.Ankette size aşağıdakiler de dahil olmak üzere iş deneyimleriniz hakkında sorular sorulacaktır. Cevaplarınız gizli tutulacaktır. Bireysel yanıtlarınız yayınlanmayacak veya araştırma ekibi dışındaki hiç kimseyle paylaşılmayacaktır. Tüm veriler İstanbul Bilgi Üniversitesi ağındaki sunucularda güvenli bir şekilde saklanacaktır. Gizliliğiniz araştırma süreci boyunca korunacaktır. Kimliğiniz hiçbir rapor veya yayındaki yanıtlarınızla ilişkilendirilmeyecektir. Bu çalışmaya katılımcı olarak araştırma çalışması hakkında bilgilendirilme, katılımı reddetme veya herhangi bir zamanda çalışmadan çekilme, araştırma çalışmasıyla ilgili sorular sorma, verilerinize erişme ve bunları düzeltme haklarına

sahipsiniz. Çalışma tamamlandıktan sonra veriler 5 yıl içinde silinir.

İletişim Bilgileri:

Araştırmayla ilgili herhangi bir sorunuz olursa aşağıda iletişim bilgisi yer alan araştırmacıyla iletişime geçebilirsiniz.

Ediz Deniz Zati

Anketi doldurarak bu bilgilendirilmiş onam formunu okuyup anladığınızı ve bu araştırmaya katılmayı kabul ettiğinizi

belirtmiş olursunuz.

Evet ___

Hayır ___

Appendix I. Demographic Data Form (Turkish)

Demografik Bilgiler

1. Kaç yaşındasınız? ……..

2. Cinsiyetiniz?

( ) Erkek ( ) Kadın ( ) Diğer ( ) Cevap vermemeyi tercih ediyorum.

3. Eğitim Seviyesiniz?

( ) Hiç eğitimim yok ( ) Lise ( ) Lisans ( )Yüksek lisans ( ) Doktora

4. Mesleğiniz? ……

5. Çalıştığınız sektör? () Bankacılık ve Finans ()Bilişim Sistemleri ve Teknoloji ()Enerji ve Doğal Kaynaklar ()Gıda

()Medya ve İletişim ()Sağlık ()Sivil Toplum Kuruluşları ()Sosyal Hizmet ()Telekomünikasyon ()Ulaşım ve Lojistik

()Üretim …. Diğer

6. Toplam çalışma yılı? ….

7. Mevcut çalışma modeli ( ) Remote, ( ) Hybrid, ( ) Yüz Yüze

8. Şirket içinde çalıştığınız departman? ……

9. Pozisyon/İş Unvanı

10. Mevcut çalışma modelinizden (Remote, Hybrid, yerinde) ne kadar memnunsunuz? 1-10 Ölçekte Değerlendirin

11. İşle ilgili durumunuzu bu seçeneklerden hangisi en iyi şekilde tanımlar?

( ) Tam zamanlı ( ) Yarı zamanlı ( ) Kendi işinin sahibi ( ) Proje bazlı/geçici ( ) Diğer

12. Yöneticilik pozisyonunuz var mı?

( ) Evet ( ) Hayır

Appendix J. Demographic Data Form (English)

Demographic Questions

1. How old are you? ……..

2. What is your gender?

( ) Male ( ) Female ( ) Other ( ) I prefer not to answer.

3. Your Education Level?

( ) I have no education ( ) High school ( ) Bachelor's degree ( ) Master's degree ( ) Doctorate

4. Your profession? ……

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5. What sector do you work in? () Banking and Finance () Information Systems and Technology ()Energy and Natural

Resources ()Food ()Media and Communication ()Health ()Non-Governmental Organizations ()Social Service

()Telecommunication ()Transportation and Logistics ()Production …. Other

6. Total years of work? ….

7. Current operating model

( ) Remote, ( ) Hybrid, ( ) Face to Face

8. Which department do you work in within the company? ……

9. Position/Job Title

10. How satisfied are you with your current working model (remote, hybrid, on-site)? Rate on a Scale of 1-10

11. Which best describes your work situation?

( ) Full-time ( ) Part-time ( ) Self-employed ( ) Project-based/temporary ( ) Other

12. Do you have a managerial role in your current job? If there is how many employees are there report to you?

( ) Yes ( ) No

Appendix K. Result of the Evaluation by the Ethics Committee

Result of the Evaluation by the Ethics Committee is available in the printed version of this dissertation.