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# **LEADERSHIP IMPACT ON WORKPLACE ENERGY**

A Practical Book for  
Performance Enhancement

(WORK CULTURE, AND  
PERFORMANCE  
INSIGHTS FROM BREB)



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A BOOK BY

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## DEDICATION

This Book Is Dedicated To  
My Loving Family  
Rimoon, Tahmid and Atifa



## Foreword

Leadership is the cornerstone of progress in any organization. It is the force that drives change, shapes work cultures, and creates the energy that propels teams toward shared goals. In today's dynamic and challenging world, the impact of leadership extends far beyond the individual leader, influencing every facet of an organization's performance and sustainability. This book, "Leadership Impact on Workplace Energy: A Practical Book for Performance Enhancement (Work Culture, and Performance Insights from BREB)," is a timely and valuable contribution to the study and practice of leadership.

Drawing from the rich experiences of the Rural Electrification Board (BREB) in Bangladesh, the book sheds light on the unique dynamics of leadership in a complex organizational setting. BREB is not just an organization; it is a mission-driven entity that operates at the nexus of public service and organizational efficiency. The challenges it faces—from managing a diverse workforce to meeting the expectations of a growing population—offer a fertile ground for exploring the nuances of leadership and its impact on workplace energy.

What sets this book apart is its dual focus on theory and practice. The author skillfully bridges the gap between academic research and practical application, making it a valuable resource for leaders, managers, and anyone interested in improving organizational performance. The insights presented here are rooted in real-world experiences but are equally informed by robust theoretical frameworks, offering readers a holistic perspective on leadership and workplace dynamics. In an era where organizations are constantly striving to enhance productivity, retain talent, and foster innovation, understanding the interplay between

leadership and workplace energy is more critical than ever. This book provides not only the conceptual tools to understand this interplay but also practical strategies to harness it for organizational success.

As readers embark on this journey through the pages of this book, I encourage them to reflect on their own experiences with leadership. How do leaders shape the energy of their teams? How can leadership be reimagined to foster a culture of excellence and collaboration? The answers to these questions, and more, await the readers in the insightful chapters that follow.

This book is not merely a guide but an invitation - a call to action for leaders to rise to the occasion, to inspire their teams, and to leave an enduring legacy of positive workplace energy. I am confident that readers will find immense value in its pages and come away with fresh perspectives and actionable ideas to implement in their own organizational contexts.



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Date: 21 January 2025



## Preface

### ***About the Book: Bridging Leadership, Culture, and Workplace Energy***

Leadership is more than a position or title; it is a transformative force that shapes not only individual performance but also the collective energy of workplaces. This book, “Leadership Impact on Workplace Energy: A Practical Book for Performance Enhancement (Work Culture, and Performance Insights from BREB),” delves into the intricate relationship between leadership and workplace energy, offering readers a nuanced understanding of how leadership competencies influence organizational outcomes.

Drawing on insights from the Rural Electrification Board (BREB) of Bangladesh, this book showcases how leadership decisions impact work culture, employee motivation, and overall organizational performance. BREB, as a case study, serves as a compelling backdrop due to its unique challenges and successes in managing a large workforce under demanding conditions. The lessons derived from BREB’s leadership practices are not only relevant to public sector organizations but also applicable to diverse industries worldwide. The journey of conducting this research has been as dynamic and challenging as the topic itself: leadership and its profound influence on workplace energy and organizational culture. Spanning over five years, this study became an integral part of my life—marked by determination, learning, and resilience. The unprecedented challenges of the COVID-19 pandemic disrupted the momentum, yet the passion to uncover meaningful insights and contribute to the existing body of knowledge remained unwavering.

The formal beginning of this study was marked by the approval of my research proposal, followed by the presentation of the Research Proposal Seminar at the Bangladesh University of Professionals (BUP) on 27th July. Engaging with the panelists during the seminar offered invaluable guidance, propelling me to advance into the core phases of the research. Regular discussions with my supervisor became pivotal in shaping the direction of this work, especially in navigating the complexities of theoretical and practical frameworks. Balancing these academic pursuits alongside significant professional commitments further tested my resolve, but the vision of creating impactful knowledge kept me steadfast.

The journey began with an extensive review of the literature, which revealed critical gaps and opportunities for exploration. The theoretical framework emerged as a product of this deep dive, identifying the nuanced relationships between leadership behaviors, workplace culture, and employee performance. With this foundation in place, I ventured into the challenging yet stimulating domain of data analysis.

A cornerstone of this research was learning and applying Structural Equation Modeling (SEM) using Smart PLS-4 software. This was my first encounter with SEM, and mastering it was both exciting and demanding. Over four months, I immersed myself in understanding its dynamic analytical capabilities, which became instrumental in generating meaningful insights from the data. This phase underscored the importance of evolving with modern analytical tools in research, a skill I have come to value deeply.

However, the most arduous aspect of the study was data collection. As a researcher, I believed in engaging directly with respondents to gather authentic insights. The initial phase involved validating the questionnaire and conducting a pre-test with five respondents. The next steps required ground-level interaction with officials at Palli Bidyut Samities (PBSs) in Gazipur and Dhaka. Meeting respondents physically highlighted the intricate dynamics of organizational culture. At first, I encountered skepticism and conservatism from PBS officials, which posed significant hurdles. Some questioned the purpose of my research, asking how it would benefit them. These moments of resistance required resilience and strategic interventions.

By reaching out to senior officials at the Bangladesh Rural Electrification Board (BREB), including the Chairman and the Board Secretary, I gained the necessary support to facilitate interviews. A pilot study with 20 respondents further validated the process, integrating online surveys and field efforts by my team. Despite these

advancements, the primary survey phase remained demanding. The meticulous translation of the questionnaire into Bengali was an iterative process, involving reviews by three distinguished professors. The final version underwent rigorous scrutiny before being shared with respondents across 22 PBSs.

On the ground, gathering responses was a test of perseverance. Collecting accurate contact details and communicating effectively with General Managers (GMs), Assistant General Managers (AGMs), and other officials proved to be both challenging and rewarding. Many were initially unresponsive, but a few cooperative individuals inspired me to push forward, despite moments of frustration. The genuine support I received from select respondents reinforced the value of the research and motivated me to navigate through the hurdles.

This study represents more than academic inquiry; it is a testament to the power of persistence in the face of challenges. It reflects the journey of bridging theoretical constructs with real-world insights, capturing the essence of leadership's role in energizing workplaces and shaping organizational culture. Every interaction, every challenge, and every breakthrough added depth to this work, making it a holistic exploration of leadership practices within the Bangladeshi context.

## Objectives and Key Takeaways

The primary objective of this book is to explore the profound impact of leadership on workplace energy and to provide practical guidance for creating an environment conducive to high performance. The following key takeaways outline what readers can expect to gain:

1. **Understanding Leadership and Workplace Energy:** Develop a comprehensive understanding of workplace energy, its drivers, and how leadership competencies play a pivotal role in shaping it.
2. **Insights from BREB:** Gain unique insights from the leadership practices of the Rural Electrification Board (BREB), highlighting both successful strategies and lessons learned from challenges.
3. **Practical Frameworks and Strategies:** Learn actionable frameworks and strategies to enhance leadership effectiveness and foster a positive work culture.
4. **Contextual Adaptation:** Discover how cultural, organizational, and contextual factors influence leadership practices and how they can be tailored to suit various organizational needs.
5. **Future-Ready Leadership:** Explore ways to develop leadership competencies that are adaptive, innovative, and aligned with the evolving demands of the modern workplace.

By synthesizing theory with real-world applications, this book aspires to be a valuable resource for anyone striving to make a meaningful impact through leadership. It is a call to action for leaders to rethink their approach, prioritize workplace energy, and embrace practices that drive individual and organizational success.

## Why BREB as a Case Study?

The choice of the Rural Electrification Board (BREB) of Bangladesh as a case study for exploring leadership and workplace energy is both deliberate and strategic. BREB is a unique organization that stands at the intersection of public service and organizational complexity. Established with the mission of electrifying rural Bangladesh, BREB plays a pivotal role in driving socio-economic development across the country. Its operational scale, workforce diversity, and strategic importance make it an ideal case for studying the dynamics of leadership and its impact on organizational performance.

### *A Microcosm of Leadership Challenges*

BREB operates in a multifaceted environment where technical efficiency must be balanced with social responsibility. With a large workforce spread across geographically dispersed areas, the organization faces challenges in maintaining operational coherence, managing employee morale, and aligning individual goals with organizational objectives. These challenges mirror those faced by many organizations worldwide, making BREB a microcosm for understanding broader leadership dynamics.

### *Workplace Energy in a Public Service Context*

Unlike private enterprises, BREB's mandate extends beyond profit generation. The organization's success is measured by its ability to enhance the quality of life for millions of rural inhabitants. This dual focus on service delivery and operational efficiency creates a unique workplace environment where employee energy and engagement are critical. Understanding how leadership fosters or hinders this energy is essential to uncovering insights applicable to a wide range of organizations.

### *Diverse Workforce and Leadership Dynamics*

BREB's workforce is diverse, encompassing individuals from various socio-economic backgrounds, educational levels, and technical

expertise. This diversity presents both opportunities and challenges for leaders. Effective leadership must not only navigate these complexities but also harness the collective potential of the workforce to achieve organizational goals. Studying BREB provides a rich context for examining how leadership competencies and styles influence workplace energy and performance in such a heterogeneous setting.

### *Relevance to Broader Organizational Contexts*

While BREB is a public-sector entity, the lessons drawn from its leadership practices and workplace dynamics transcend its sector. The insights gained from studying BREB are relevant to organizations across industries, particularly those operating in challenging environments where resources are constrained, and the stakes are high. By focusing on BREB, this book offers a lens through which readers can explore universal themes of leadership, workplace energy, and organizational performance.

### *A Case of Impact and Transformation*

BREB's journey is one of transformation and impact. From electrifying rural areas to empowering communities, its achievements are a testament to the role of effective leadership in driving organizational success. By delving into BREB's experiences, this book aims to highlight the tangible and intangible ways in which leadership shapes workplace energy, influences team dynamics, and fosters a culture of performance excellence.

The case of BREB serves as a powerful example of how leadership can act as a catalyst for change, inspiring teams and driving meaningful outcomes. It is this potential for transformative impact that makes BREB an ideal case study for understanding the intricate interplay between leadership and workplace energy.



## Acknowledgments

At the outset, I wish to acknowledge the immeasurable blessing and profound kindness of Almighty Allah the supreme authority of the universe. I am indebted to several people for their kind advice, suggestions, directions and cooperation.

The journey of creating this book has been a profound endeavor, enriched by the support, guidance, and encouragement of many individuals to whom I owe my deepest gratitude. Foremost, I am eternally thankful to my mentors, whose profound insights and unwavering belief in my abilities have illuminated my path. Their intellectual generosity has been a cornerstone of this work.

I would like to express my sincere gratitude to the respondents of the questionnaires. It will be incomplete, if I do not mention a few names including Joydip Dey Assistant Professor Government Teachers' Training College Dhaka, Md Mohai Menul Haque, Associate Researcher, Bangladesh University of Professionals, Sourav Adhikary Lecturer, Govt Teachers' Training College, Khulna.

I extend heartfelt appreciation to my family, whose steadfast love and understanding provided the foundation for my aspirations. Their patience during moments of solitude and focus has been invaluable. Special thanks to my friends and colleagues, whose constructive critiques and inspiring conversations have continuously propelled my thoughts to new horizons.

Finally, I express my sincere appreciation to the publishers and editors who believed in this project and enabled its fruition with their meticulous efforts and unwavering professionalism. This book is as much a reflection of their dedication as it is of my own.

It is to these remarkable individuals that I dedicate this labor of love, with profound humility and unyielding gratitude.



## Conceptual Framework

In this chapter, the conceptual framework of the study is laid out, establishing the foundation for examining the intricate relationship between leadership competencies, followers' work attitudes, and employee performance. The framework is structured to explore how specific leadership behaviors influence workplace dynamics and drive organizational success. A quick summary follows the conclusion of the chapter to encapsulate its key points.

### *Purpose of the Study*

The primary aim of this research is to investigate the connection between leaders' competencies, followers' work attitudes, and employees' job performance in organizational settings. It delves into how leaders' specific attributes and competencies affect the attitudes of employees toward their jobs, ultimately influencing overall performance. The study also prioritizes various dimensions of leadership competencies to assess their anticipated impact in a specific context, such as the Rural Electrification Board (BREB).

### *Leadership Competencies and Their Dimensions*

Leadership competencies represent a specific set of skills, abilities, and behaviors that enable leaders to guide their teams effectively. These competencies vary depending on the sector, organizational context, and individual characteristics of leaders. Notable scholars have identified key leadership attributes such as team-building, decision-making, honesty, communication skills, and integrity as critical for enhancing job performance.

1. **Decision-Making Competency**

Decision-making is a core leadership competency and one of the key dimensions examined in this framework. Leaders' decisions significantly shape employee attitudes and organizational performance. Effective decision-making involves gathering information, analyzing options, and implementing solutions. Research highlights that leaders engage in decision-making continuously, balancing multiple perspectives to achieve optimal outcomes. This competency ensures that leaders can navigate complexities and create a positive impact on employee performance.

2. **Communication Competency**

Communication serves as a bridge between leaders and employees, fostering trust, collaboration, and alignment with organizational goals. Leaders with strong communication skills can establish two-way dialogues, enabling workforce members to internalize a shared vision. Communication also helps leaders articulate expectations, motivate teams, and resolve conflicts, ensuring that goals are met effectively.

3. **Ethical Competency**

Ethical behavior in leadership is fundamental for fostering trust and a moral organizational climate. Ethical leaders act as role models, guiding employees in aligning their actions with the organization's values. Ethical competency is critical for navigating dilemmas and ensuring fairness, which, in turn, boosts employee morale and performance.

4. **Emotional Intelligence (EI)**

Emotional intelligence encompasses self-awareness, empathy, social skills, and the ability to manage emotions effectively. Leaders with high EI are better equipped to connect with their employees, understand their needs, and inspire them to achieve their best. EI also helps leaders manage stress and foster a positive workplace culture.

*Work Attitudes: Constructs and Impact on Performance*

The study identifies two primary constructs of followers' work attitudes—psychological commitment and job satisfaction—and examines their influence on job performance.

1. **Psychological Commitment**

Psychological commitment reflects the emotional and cognitive attachment of employees to their organization. Leaders play a

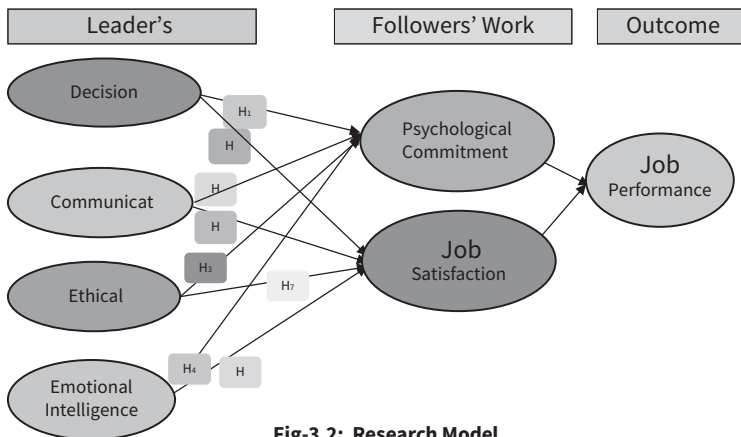
critical role in fostering strong psychological commitment through effective communication, ethical behavior, and emotional support. Positive psychological commitment enhances morale, reduces turnover, and drives performance.

**2. Job Satisfaction**

Job satisfaction is a critical determinant of employee performance and organizational success. It reflects how content employees are with their roles, responsibilities, and workplace environment. High levels of job satisfaction correlate with increased productivity, creativity, and engagement, whereas dissatisfaction can lead to decreased morale and higher attrition rates.

*Employee Performance*

Employee performance refers to the quality, efficiency, and effectiveness with which employees fulfill their roles. It encompasses task performance, contextual behaviors, and the overall contribution of employees to organizational goals. Leadership competencies have a direct and significant impact on employee performance, making it a central focus of this conceptual framework.



**Fig-3.2: Research Model**

*Framework Overview*

This framework proposes that leadership competencies, defined by decision-making, communication, ethics, and emotional intelligence, positively influence followers' work attitudes—psychological

commitment and job satisfaction. These attitudes, in turn, drive employee performance. By fostering a workplace culture characterized by trust, alignment, and engagement, leaders can unlock the full potential of their teams.

### *Conclusion*

The conceptual framework outlined in this chapter highlights the interconnectedness of leadership competencies, work attitudes, and employee performance. It provides a structured approach to understanding how leadership practices influence workplace dynamics, particularly in the context of the BREB. This framework sets the stage for empirical analysis and practical insights in the subsequent chapters.