

# Structural Equation Model on Work Engagement among Employees of Large Retail Enterprises in Region XII

Noraida C. Ali

Assistant Professor, College of Business and Public Administration  
noraidacalimali@yahoo.com

**Abstract** - *The ultimate goal of this research undertaking was to identify the best fit model involving the following exogenous variables: transformational leadership, motivation, and human resource management practices to endogenous variable – work engagement. A survey questionnaire was issued to the various large retail employees in Region XII, Philippines with 425 respondents for the purpose of data collection. The research method used in the analysis was descriptive – correlation design was used to find the best fit model through structural equation modeling. The results revealed that the model presented positive relationship between transformational leadership, motivation and human resource management practices and work engagement. Nevertheless, the three established exogenous variables of transformational leadership, motivation, and human resource management practices emerged as the primary predictors of work engagement, taking into account their observed variables as depicted in the study's final and best fit model.*

**Keywords:** *management; transformational leadership; motivation; human resource management practices work engagement; structural equation model; Philippines*

## 1. INTRODUCTION

Employees are one of the company's key resources, regardless of the business existence. According to scholars and business practitioners, one of the most troubling global economic problems today is the low level of employee engagement (Motyka, 2018)[149]. Large retail business leaders struggle because of disengaged workers to maintain profitability (Salimath & Kavitha, 2015)[175]. Numerous reports indicate a poor level of engagement among workers around the world. According to the Institute Gallup, only 15% of staff worldwide can be defined as fully engaged in their jobs, while 85% are disengaged [Gallup, 2017][83]. The causes of the growing "disengagement crisis" are the lack of employee help in producing what they view as meaningful results for themselves [Forbes, 2014][81]. Several authors have defined work engagement and common concepts related to the positive attitude towards the organization and its value. In the same way, these authors have studied the significance of work engagement in the organization. For example, the work engagement of employees has demonstrated a statistical association with efficiency, performance, retention of employees, customer satisfaction and security (Coffman & Gonzales-Molina, 2002)[60]. The study of Gopal (2014)[94] also coincides with the previously mentioned study that employee's work engagement is a lead indicator of high tenures and efficiency. In addition, higher level of work engagement elevates the employee's productivity, vigor, dedication and enthusiasm to perform the work (Gl,Nagel, Robinson, & Watson, 2015)[92]. Work engagement is therefore

perceived to be of great importance to both workers and organisations (Littman-Obadia, Menger, Miller, Rothmann, & Steger, 2013)[131]. Transformational leadership is one of the most prevalent paradigms in contemporary literature on leadership (Judge & Piccolo 2004)[117]. It is related to several results for workers, such as well-being (Cleal & Neilsen 2011)[58] innovation (Shin & Zhou, 2003)[181], and work success (Piccolo & Colquitt, 2006)[159]. Bass (1985)[35] quoted in (Yukl, 1994)[198] argues that change leadership has an additive effect on followers to do more than originally intended by raising awareness of the value of mission results, motivating them to ignore their own self-interest for the sake of organizations or teams and triggering their higher-order needs. Aside from transformational leadership and employee's positive work perception, another factor being considered to affect work engagement is motivation. Indeed, work motivation inspires and employees to take action in doing a job (George & Sabapathy, 2011)[88]. Not only this, but Pink (2016)[161] specifically stressed that intrinsic motivation yield several positive outcome like work engagement, positive affect, task identification, and productivity. In addition, the methods of Human Resource Management (HRM) are analyzed as to how they contribute to job commitment. One of the researchers including Delmotte, De Winne, Faems, Forrier, Maes, and Sels (2003)[72] found that quality evaluation increases the efficiency and output of the employee. However, Hong, Kok and Wan (2015)[107] concluded that a merit-based performance appraisal can then improve the

motivation and engagement of the employee. Therefore, the performance evaluation of the worker impacts the quality of the company. In spite of the presented studies above, it is interestingly to pursue this study for several reasons. First, it is imperative to provide special attention on maximizing work engagement, thereupon, attaining better combination and delivery of products and services in a local setting. Second, employee satisfaction, productivity, retention, contribution and efficacy hinder organization's success; and having identified the relationship of these factors to work engagement, It is important to study and recognize the factors that may contribute to the work engagement. Finally, the results of this study will add to the existing work engagement knowledge base and provide a better understanding of Region XII environment.

## 2. RESEARCH OBJECTIVE

This study determined the best fit model on work engagement among employees of large retail enterprises in Region XII.

Specifically, the following objectives were achieved in this study.

1. Assessed the level of transformational leadership among managers in large retail enterprises in terms of:
  - 1.1 inspirational motivation;
  - 1.2 individualized consideration;
  - 1.3 idealized influence; and
  - 1.4 intellectual stimulation.
2. Ascertained the level of motivation among managers in large retail enterprises in terms of:
  - 2.1 rewards;
  - 2.2 achievement and recognition; and
  - 2.3 performance feedback.
3. Evaluated the level of human resource management practices among employees in large retail enterprises in terms of:
  - 3.1 planning and recruitment;
  - 3.2 training program;
  - 3.3 compensation; and
  - 3.4 performance appraisal.
4. Measured the level of work engagement among employees in large retail enterprises in terms of:
  - 4.1 vigor;
  - 4.2 dedication; and
  - 4.3 Absorption.
5. Determined the relationship between
  - 5.1 transformational leadership and work engagement;
  - 5.2 motivation and work engagement; and
  - 5.3 human resource management practices and work engagement.
6. Determined the best fit model that predicts work engagement.

## 2.1 HYPOTHESIS

The following null hypotheses were tested at 0.05 level of significance.

1. There is no significant relationship between:
  - 1.1 transformational leadership and work engagement;
  - 1.2 motivation and work engagement; and
  - 1.3 human resource management practices and work engagement.
2. There is no best fit model that predicts work engagement.

## 3. THEORETICAL FRAMEWORK

The analysis has been focused on different theories. First is the Style Leadership, this theory says it is seldom about who the people are, but about what they are doing. This focuses on job and partnership activities (Charkhabi et al., 2014)[54]. Although characteristic and ability theories have principles that can be mixed and contrasted with each other, the leadership style theory is quite drastically different. Instead of concentrating on who leaders are or what characteristics they possess, born with, or abilities they have gained, Style Leadership focuses instead on what they really do / do. Style Leadership refers to the leadership's actions and patterns of action that contributed to their individual leadership style and how it influenced their environments. Style Leadership focuses on two main behavioral styles, job activity and relationship behaviour. Second, this study was rooted in the theory of motivation-hygiene or dual-factor theory of Frederic Herzberg. According to Herzberg, there are some work-related factors that lead to fulfillment, while other work-related factors avoid dissatisfaction. This theory categorized that "No Satisfaction" is the opposite and "No Satisfaction" is the opposite. Third, the Towers Watson Engagement Model guided this study. Towers Watson's research has shown that "three measurable elements for sustainable engagement are essential. First, conventional interaction with employees 'willingness to spend discretionary time on their job; second, enabling them to do their job effectively with the tools, resources and support (usually by direct supervisors); and finally, commitment with a working environment that actively promotes physical, emotional and relational well-being (Watson, 2014)[195].

## 4. CONCEPTUAL FRAMEWORK

The hypothesized model consists of two types of latent structures: exogenous and endogenous variables as shown in figures 1. Unobserved variables are called latent variables, factors or constructs in Structural Equation Modeling (SEM). A latent variable or factor is determined indirectly by one or more measurable variables of indicators representing or defining the factor. As with path analysis, in the Structural Equation Model, independent and dependent variables are called

exogenous and endogenous variables. Exogenous variables are the variables that affect the other variables and are not influenced by other variables in the model; endogenous variables are the variables that are affected by the model's exogenous and other endogenous variables. It is possible to observe exogenous and endogenous variables or are latent variables. Nevertheless, apart from the latent and observed variables, the residual error terms

associated with each of these are also a critical part of the overall model and are represented with e or error. The double headed arrows reflect the interrelationship or association between variables, while the single headed arrow reflects a causal or direct relationship between latent endogenous variables, latent exogenous variables, and measured variables.

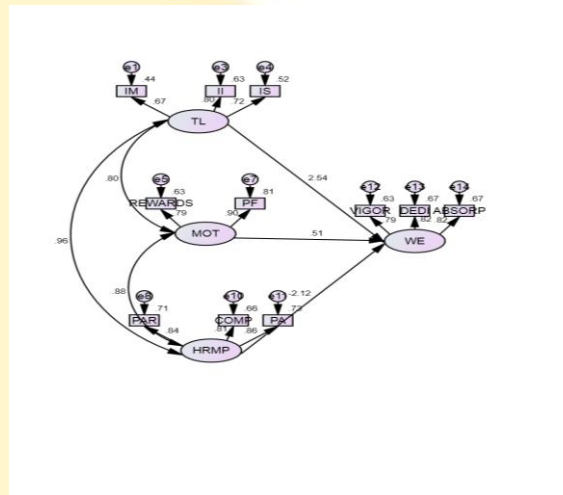


Figure 1. The Conceptual Model showing the Direct Relation of the Latent Exogenous towards the Latent Endogenous Variables

### Legend

TL	- Transformational Leadership	WE	- Work Engagement
IM	- Inspirational Motivation	VIGOR	- Vigor
IC	- Individualized Consideration	DEDI	- Dedication
II	- Idealized Influence	ABSORP	- Absorption
IS	- Intellectual Stimulation		
MOT	- Motivation	HRMP	-Human Resource Mngt. Prac.
REWARDS-	Rewards	PAR	-Planning and Recruitment
AAR	- Achievement and Recognition	TP	-Training Program
PF	- Performance Feedback	COMP	-Compensation
PA	- Performance Appraisal		

The first exogenous factor is transition leadership assessed by four indicators: inspirational motivation, individualized consideration, idealized influence, and intellectual stimulation. Inspirational motivation involves a leader's desire for followers to achieve goals by presenting the goals in an enticing and compensating way that motivates workers (Bass,1996). Individualized consideration is the inclusion of people into the transformation process of an organization (Simec, 1998; Conger, 2014). Idealized influence refers to the idea that followers trust and admire leaders to provide support and resources (Chu & Liu, 2017) By intellectual stimulation, transformational leaders inspire followers to challenge their own views, perceptions, and principles, and, where

appropriate, those of the leader, which may be obsolete or inadequate for solving current problems (Elkins & Keller, 2013)[78]. Consequently, the second exogenous variable is motivation. According to Wanjihia (2016)[194] motivation has three indicators namely: reward, achievement and recognition and performance appraisal and feedback. Rewarding a day in the form of money is the most prevalent of the reward system of an organization. This may take the form of wages, incentives and bonuses (Luthans, 2011). Achievement and recognition are motivational factors and are related to task that is being performed based on Psychologist Frederick Herzberg's content theory known as Herzberg's Two Factor Theory/motivation-hygiene theory (Robbins &



Judge, 2010). Performance reviews and feedback are aimed at providing performance input to workers, identifying their developmental needs, deciding on their rewards, promotion and termination, and also developing information on the organization's selection and placement decisions (Quick & Nelson (2013)[164]. Finally, the third exogenous variable is human resource management practices and it has four observed indicators namely: planning and recruitment, training program, compensation and performance appraisal. It is a method of advertising the vacancies or openings of any esteemed ability (openings) in the most desirable and valid manner, with the sole aim of attracting the maximum pool of eligible candidates (Khanna, 2014)[122]. Training program aims to improve their current job quality and trains them for an anticipated career (Kumar, 2013)[127]. Compensation was paired with efficiency and performance as a motivation (Ashraf, Ghafoor, & Shaukat, 2015)[20]. If financial rewards are directly linked to their results, workers are inspired (Altarawmneh & Al-Kilani, 2010).[11] Quality evaluation of a fundamental data provider for decision making that leads to better quality and organization (Guerra-Lopez, 2008). The latent endogenous variable is work engagement. It has three observed indicators namely: vigor, dedication and absorption. Vigor refers to strength, mental resilience, commitment, and constant labor effort expenditure (Rayton and Yalabik, 2014)[168]. Vigor is one of the working engagement aspects which requires high levels of energy and mental resilience while working. There is also a strong interest in the actual work, along with high commitment rates even when met with difficulties. Dedication is the derivation of an individual's sense of meaning from work, feeling excited and proud of the job, and feeling inspired and challenged by the job (Song et al., 2012). The last aspect, absorption, refers to a sense of detachment from your life, a high degree of focus on your job, and a general lack of awareness of the amount of time spent at work (Rayton & Yalabik, 2014)[168]. Hypothesized model 1 as shown in Figure 1 represents the latent exogenous' direct relationship to the latent endogenous variables. This is demonstrated by the single headed arrow linked by transformational leadership, motivation, and human resource management practices pointing to the work engagement in large retail companies. In addition, the rectangular shapes reflect the variables of measurement of the respective latent exogenous and endogenous variables.

## 5. SIGNIFICANCE OF THE STUDY

The study results can be helpful to the management of selected large retail enterprises in Region XII as it will provide them with data on the level of employee work engagement and the factors affecting their work engagement. Through recognizing the factors that affect employee work engagement, management can plan, design and implement programs that can improve

employee work engagement. In turn, management can use the results of this study to resolve some of the organization's current problems in terms of leadership styles, motivation, and strategies in managing human resources. This work would provide insights into the Department of Trade and Industry (DTI) in terms of social values. As the mandated government agency is tasked as the main economic driver facilitating creative, efficient, job-generating, inclusive business and empowering customers, the study results will give them a clear picture of the degree of work engagement of the employees of the region's large retail companies. We can, thus, use it as the basis for the creation of initiatives to enhance employee participation. Since workers are strongly believed to be one of the key factors in achieving the organization's goal. The study results can also give importance to the workers and the owner of the region's large retail enterprises. Often employees are embraced by their duties or functions in which other functions are left behind. Consequently, the study results can provide workers with data on the degree of their work engagement in terms of vigor, dedication and absorption. However, this does not only provide the degree of job commitment, but also to analyze their own work commitments and how they can extend their commitments with positive and appropriate performance. Likewise, the study results can be of assistance to the various human resources officers and practitioners. They should execute major events that can improve employee engagement. And eventually, they can use this analysis as a basis for future researchers who would like to pursue studies on related concepts.

## 6. DEFINITION OF TERMS

The following key words were described operationally in order to provide a clear understanding of the study.

**Transformational Leadership** refers to leadership approach that causes people and the social system to change. With the end goals of transforming followers into leaders in terms of inspirational motivation, individualized consideration, idealized influence and intellectual stimulation.

**Motivation** is a driving force that will encourage the worker to work for their level of efficiency, a well-motivated employee would perform better than the other workers, and a method of encouraging people to take action to achieve goals in terms of rewards, achievement and recognition, and performance feedback.

**Human Resource Management Practices** refers to policies, techniques, and structures that impact the actions, attitudes, and efficiency of employees in terms of planning and recruitment, training program, compensation and performance appraisal.

**Work engagement** refers to the employee's attitude toward his or her work in terms of vigor, dedication and absorption.

## 7. METHOD

This chapter covers the research design, research locale, population and sample, research instrument, data collection, and statistical tools that will analyse the data gathered.

### 7.1 RESEARCH DESIGN

This study used a quantitative research method to produce the best-fit model using the technique of descriptive-correlation and structural equation model. Descriptive-correlation study was used to explain the phenomenon of the subject and to express the current factors, conditions and attributes (Abbott & McKinney, 2013)[1]. In addition, this type of research is concerned with how or what happens in relation to certain previous events that have shaped or affected a present condition or occurrence (Johnson, 2004). Specifically, this study used a correlational research method as the analysis aims to develop the relationship between transformational leadership, motivation, and human resource management practices to work engagement among employees of large retail companies in Region XII. The study utilized structural equation modelling which is a complex method of data analysis as compared to other statistical method. It is a mathematical tool use for delineating causal conclusions from a fusion of observational data and theoretical assumptions (Bhatta, Barua, & Rangnekar, 2017). Structural equation modelling determined the interrelationship between the model variables. With the help of structural equation modelling, interrelationships among latent and observed variables were reflected in a model and determined. Structural equation is carried out in a series of steps. First, a model needs to be delineated. This is the step of model specification. Second, model identification, followed by model estimation. And lastly, model testing and if the model is never good enough to pass all the parameters, the model should be adopted and the above steps will be followed (Hassan 2012)[103].

### 7.2 RESEARCH LOCALE

This study was conducted in nine large retail enterprises in Region XII, mainly in Cotabato City, Isulan, Sultan Kudarat, Tacurong City and Koronadal City. South Central Mindanao is located in the SOCCSKSARGEN or Region XII. It is made up of four provinces: South Cotabato, Cotabato, Sultan Kudarat and Sarangani and five municipalities: General Santos, Cotabato, Koronadal, Tacurong and Kidapawan. The regional center is in Koronadal located in the province of South Cotabato, and the center of commerce and industry is General Santos, which is the most populous city in the Region.

### 7.3 POPULATION AND SAMPLE

Scientific process was used to select the respondents. The total goal respondents are estimated at 0.05 significance level using Slovin's equation. The most common type of the large retail enterprises is the department stores in which a variety of products are sold through separate department under one roof. The 425 employees of the large retail enterprises in Region XII were the respondents to this study. They were the existing employees of the large retail enterprises in Region XII. Data gathering was conducted from July 1, 2019 to August 31, 2019. Employees who were not connected in any of the large retail enterprises were excluded from the study. Respondents who feel uncomfortable answering the questionnaire were free to withdraw their participation without having a negative impact on their interaction with the study and the author. There were no pressure to those who choose to refuse to answer the questionnaire and explanation were scarcely required. Random sampling was used for this analysis to assess the respondents.

### 7.4 RESEARCH INSTRUMENT

First data were used in gathering information about the study which consists of four parts, namely: transformational leadership, motivation and human resource management practices, and work engagement among employees of large retail enterprises. The survey questionnaire used in the conduct of the study is based on several related research. Restructuring was carried out to make the instrument more applicable in the current undertakings and in the local setting. To make the instrument more valid and reliable, Five specialists in the area of business management confirmed this. After validation, pilot testing was performed. Cronbach's alpha was used to confirm the questionnaire's internal consistency. Cronbach's coefficient of alpha reliability generally varies from zero to one. The higher the alpha coefficient of the Cronbach is to one, the greater the internal accuracy of the scale products (Gliem & Gliem, 2003). Moreover, Darren and Mallery (1999)[65] postulated the following rules of thumb in measuring the reliability of the questionnaire using Cronbach's alpha; if result is greater than or equal to 0.9 it is excellent, greater than or equal to 0.8 is good; greater than or equal to 0.7 is acceptable; greater than or equal to 0.6 is questionable; greater than or equal to 0.5 is poor and greater than or equal to 0.4 is unacceptable. The survey on transformational leadership was adapted from the study of Karakitapoğlu-Aygün and Gumusluoglu (2013)[119]. The instrument was designed to measure the Transformational leadership as perceived by the employees of the large retail enterprises on four factors namely: inspirational motivation, individualized consideration, idealized influence and intellectual stimulation.

Range of Means	Descriptive Level	Interpretation
4.20 – 5.00	Very High	This means that the specific transformational leadership is always observed.

3.40 – 4.19	High	This means that the specific transformational leadership is oftentimes observed.
2.60 – 3.39	Moderate	This means that the specific transformational leadership is sometimes observed.
1.80 – 2.59	Low	This means that the specific transformational leadership is rarely observed.
1.00 – 1.79	Very Low	This means that the specific transformational leadership is not observed.

The survey on motivation was adapted from the study Wanjihia (2016)[194]. The instrument was designed to measure the motivation as perceived by the employees of

the large retail enterprises with three indicators namely: reward, achievement and recognition, and performance appraisal and feedback.

Range of Means	Description Level	Interpretation
4.20 – 5.00	Very High	This means that the specific motivation is always observed.
3.40 – 4.19	High	This means that the specific motivation is oftentimes observed.
2.60 – 3.39	Moderate	This means that the specific motivation is sometimes observed.
1.80 – 2.59	Low	This means that the specific motivation is rarely observed.
1.00 – 1.79	Very Low	This means that the specific motivation is not observed.

The survey on human resource management practices was adapted from the study of AlShaikly (2017)[9]. The instrument was intended to measure the human resource management practices as perceived by the employees of

the large retail enterprises on the four factors namely: planning and recruitment, training program, compensation and performance appraisal.

Range of Means	Description Level	Interpretation
4.20 – 5.00	Very High	This means that the specific HRM Practices is always observed.
3.40 – 4.19	High	This means that the specific HRM Practices is oftentimes observed.
2.60 – 3.39	Moderate	This means that the specific HRM Practices is sometimes observed.
1.80 – 2.59	Low	This means that the specific HRM Practices is rarely observed.
1.00 – 1.79	Very Low	This means that the specific HRM Practices is not observed.

The survey on the employees work engagement of the employees of large retail enterprises was adapted from the study of Deligero and Laguador (2014)[71]. The

instrument was designed to measure the employees work engagement as perceived by the employees on the three indicators namely: vigor, dedication and absorption.

Range of Means	Description	Interpretation
----------------	-------------	----------------



	Level	
4.20 – 5.00	Very High	This means that the specific work engagement is always observed.
3.40 – 4.19	High	This means that the specific work engagement is oftentimes observed.
2.60 – 3.39	Moderate	This means that the specific work engagement is sometimes observed.
1.80 – 2.59	Low	This means that the specific work engagement is rarely observed.
1.00 – 1.79	Very Low	This means that the specific work engagement is not observed.

## 7.5 DATA COLLECTION

Several procedures were carried out in collecting the data in this study. The first procedure was the acquisition of consent to administer the conduct of the study and it was secured from the University of Mindanao Ethics Review Committee. Reproduction of questionnaires was performed. Request letters signed by the adviser were distributed to the different large retail enterprises of the identified places in Region XII on July 1-15, 2019. Upon approval letter to the respondents and survey questionnaires were distributed to the respondents. Then a time table was set for the duration and retrieval of the questionnaires within the period of July 16-31, 2019. After the survey questionnaires were collected, data collection and tabulation were carried out on August 1-15, 2019. Finally, evaluating and interpreting the information in which the findings are evaluated and interpreted on the basis of the purpose of the study on 16-31 August 2019.

## 7.6 STATISTICAL TOOLS

To analyze the data, the researcher used the following statistical tools.

**Mean.** This was used to measure the level of transformational leadership, motivation and human resource management practices of work engagement among employees of a large retail enterprises.

**Pearson Product Moment Correlation (Pearson R).** This was applied to determine the interrelationships between transformational leadership, motivation and human resource management practices of work engagement among employees of larger retail enterprises.

**Structural Equation Modeling.** This was employed to assess the interrelationships among hypothesized models and also with the determination of the best-fit model on work engagement.

In evaluating the goodness of fit of the models, the following indices were computed and should meet the criteria: CMIN/DF should be  $0 < 2$  with a p-value  $> 0.05$ , Tucker-Lewis should be  $> 0.9$ , Comparative Fit Index (CFI) should be  $> 0.9$ , Goodness of Fit Index (GFI)

should be  $> 0.9$ , Normative Fit Index (NFI) should be  $> 0.9$  and root Mean Square Error of Approximation (RMSEA) should be  $< 0.05$  and P of close Fit (PCLOSE) should be  $> 0.50$ .

### Ethical Consideration

Ethics was observed in the conduct of the study. Before the distribution of the survey questionnaire, the researcher subjected the Chapters 1 and 2 for review to the University of Mindanao Ethics Review Committee to ensure that ethics was observed in the conduct of the study. In data gathering, an informed consent form was attached to the survey questionnaire wherein respondents were required to affix their signature so as to ensure that they were they participated in the research willingly and they were not coerced. Moreover, the identity of the respondents and businesses were not divulged in the study.

Major ethical considerations/issues that were looked into and ensured by the University of Mindanao Ethics Review Committee were the following: the willingness of the participants to take part in the investigation After the complete knowledge of the study purpose; privacy and confidentiality of the respondent's information; the potential benefits that would elicit favorable results to participants once knowledge about their condition/problems would be shared. Other ethical issues were also raised such as plagiarism, fabrication, falsification, conflict of interest and deceit.

### Voluntary Participation

The participants exercised free will to decide whether to participate in the research activity and to protect of his/her right. The right to protection by the law and code of conduct of scientific communities Harrisson (2015). They could answer or refuse to answer the survey questionnaire given to them. Participants were free to refuse no negative involvement at any time impacting on their involvement and relationship to the researchers and researches.

### Privacy Confidentiality

The study relies on participants in the research to provide information on a variety of subjects about individual

beliefs and actions. If their identity was not revealed, a person was more likely to provide honest responses.

#### **Informed Consent Process**

The participants voluntarily participated in the research. It required open and honest communication between the researcher and the participants. The informed consent report were written in language that was easily understood by the respondents, the possibility of bullying or undue influence was reduced, and the subjects were given adequate time to consider participation.

#### **Risk**

This work aimed to support risk analysis and policy making by providing a framework for embracing and anticipating public responses to hazards and enhancing risk knowledge communication among lay people, technical experts, and decision-makers. This research suggested that those who encouraged and controlled health and safety need to understand how people think and respond to danger.

#### **Biosafety and Benefits**

The research explored the possibility that the overall attitude of a person would regulate the impact of awareness on their perception of risks and benefits. Thus demonstrate the potentials for discussions to operate as amplifiers or attenuator of perceptions of both the risks and benefits.

#### **Plagiarism / Fabrication**

This introduced someone else work or ideas as your own, with or without their consent, by integrating them, even if committed unintentionally, to work with acknowledgement. In addition, it is the duty to seek permission and to interpret the use of the content appropriately. For instance, there should be a proper acknowledgement and proper citation applied whether written by another author or by itself. In fabrication, there is the construction and/or addition of data, analysis, or description that never occurred in data collection or study running. For example, manufacturing may occur when the remainder of the experiment is "filled out." Performance claims were based on full data sets where claims made on the basis of incomplete or suspected performance are a type of manufacturing

**Falsification and Conflict of Interest (COI)** The study noted that the manipulation of research instrumentation, materials, or processes can require falsification. It may also be called falsification to alter objects or representations in a way that distorts the information or "reads too much between the rows." The analysis follows policies and regulations, state laws, and university policies accept that authors have no financial interests in research sponsors and/or institutions closely related to their work with business interests.

#### **Deceit**

The researcher processed not to mislead a participant into questioning the study's actual purpose. Let's say the research on how emotions affect decision-making, for

example, but the participants never realized that the research was actually studying their emotions for them to respond authentically.

#### **Permission from Organization/Location**

Analysis also depends on access to either individuals or information. Therefore, the realization for the need of the 'gatekeeper' agreement on the information on the access to people who speak to-before getting the point of asking for permission from potential study participants. In practice, this means that the need to seek permission or approval from various organizations or bodies before working the research.

#### **Authorship**

The analysis identified several technical, ethical and operational issues related to the assignment of authorship, describe how a primary care department at the university set out to recognize and respond to the concerns of its authorship contract research staff, and describe a set of guidelines that have been established to resolve the ethical and professional issues raised

## **8. RESULTS**

Presented in this chapter are the deconstruction of the findings based on the responses of the respondents on the work engagement among employees of the large retail enterprises in Region XII. The discussions are sequenced according to the following sub-headings; level of transformational leadership, motivation, human resource management practices and work engagement, the relationship between transformational leadership and work engagement, motivation and work engagement, human resource management and practices and work engagement. And lastly, the best fit model that predicts work engagement. It can be gathered from table 1-4 that standard deviation is below 1.00 which is the typical standard deviation of a 5 point likert scale. This shows the consistency of responses.

### **8.1 TRANSFORMATIONAL LEADERSHIP**

The level of transformational leadership among managers of the large retail enterprises. The overall mean score is 4.24 with standard deviation of 0.47, as described by very high which mean that the transformational leadership is always observed by the respondents. In particular, the mean rating of the indicators of transformational leadership revealed as follows; inspirational motivation consist of a mean rating of 4.28 or very high, intellectual stimulation acquired a mean rating of 4.25 or very high, idealized influence landed a mean rating of 4.22 or very high and individualized consideration rounded up the mean rating of 4.19 or high.

### **8.2 MOTIVATION**

The level of motivation of managers in large retail enterprises in Region XII. The overall mean rating is 4.12 with a standard deviation of 0.536, as described as high



which means that the motivation is oftentimes observed by the respondents. Specifically, the mean score of the indicators of motivation are carried as follows: achievement and recognition earned a mean rating of 4.15 or high, performance feedback garnered a mean rating of 4.12 or high, and reward has a mean rating of 4.09 or high

### 8.3 HUMAN RESOURCE MANAGEMENT PRACTICES

The level of human resource management practices of employees in large retail enterprises in Region XII. The overall mean score is 4.14 with standard deviation of 0.533, described as high which means that the human resource management practices is oftentimes observed by the respondents. The mean rating of indicators of human resource management practices are enumerated as follows: training program obtained a mean rating of 4.18 or high, performance appraisal acquired a mean rating of 4.15 or high, planning and recruitment garnered a mean rating of 4.13 or high, and compensation earned a mean rating of 4.11 or high.

### 8.4 WORK ENGAGEMENT

The level of work engagement of employees in large retail enterprises in Region XII. The overall mean score obtained on the work engagement is 4.28 with a standard deviation of 0.50, describes as very high. This means that the work engagement is always observed. Specifically, the mean rating of indicators of work engagement are disclosed as follows; dedication earned a mean rating of 4.33 or very high, vigor attained a mean rating of 4.25 or high and absorption garnered a mean rating also of 4.25 or high.

### 8.5 BEST FIT MODEL THAT PREDICTS EMPLOYEES WORK ENGAGEMENT

In terms of the question related to the model that best represents the variables that predicts work engagement, the original proposed model defined in Figure 1 some refinement in order to fit the data. There were four created models presented in the study. The summary of findings of the goodness of fit measures of these four generated models.

Summary of Goodness of Fit Measures

Model	CMIM/DF	p- value	NFI	TLI	CFI	GFI	RMSEA	p- Close
	0<value>2	>.05	>.95	>.95	>.95	>.95	<.05	>.05
1	3.400	0.000	0.944	0.949	0.959	0.923	0.075	0.000
2	3.563	0.000	0.956	0.954	0.968	0.945	0.078	0.001
3	3.664	0000	0.967	0.960	0.976	0.961	0.079	0.005
4	1.340	0.210	0.993	0.996	0.998	0.992	0.028	0.801

#### Legend:

CMIN/DF	-	Chi-Square/Degrees of Freedom
NFI	-	Normed Fit Index
TLI	-	Tucker-Lewis Index
CFI	-	Comparative Fit Index
GFI	-	Goodness of Fit Index
RMSEA	-	Root Means Square of Error Approximation
Pclose	-	P of Close Fit
P value	-	Probability Value

All included indices are consistently within the acceptable range in determining the best fit model. Chi-square/degree of freedom value with corresponding p –value greater than 0.05 should be less than 5. Root mean square error approximation value must be less than 0.95 and its corresponding P close value must be greater than 0.05. The other indices such as normed fit index, Tucker Lewis

index, comparative fit index and the goodness of fit index must all be greater than 0.95. The first created structural model displays the interrelationship of the exogenous variables: transformational leadership, motivation and human resource management practices and its causal relationship on the endogenous variable which was the work engagement. All indices did not

reach the acceptable range, hence, a poor fit. The second created structural model presents the interrelationship of the exogenous variables: transformational leadership, motivation and human resource management practices and its causal relationship on the endogenous variable which was work engagement. The model was still found not fitting even if NFI, TLI and CFI passed the criterion. For the model to be declared as best fit, it has to pass all other criterion. The third created structural model presents the interrelationship of the exogenous variables: transformational leadership, motivation and human resource management practices and its causal relationship on the endogenous variable which was work engagement. The model was still found not fitting even if NFI, TLI, CFI and GFI passed the criterion. For the model to be declared as best fit, it has to pass all other criteria. Finally, the fourth created structural model presents the interrelationship of the exogenous variables: transformational leadership, motivation and human resource management practices and its causal relationship on the endogenous variable which was work engagement. Model 4 was found to have indices persistently indicate a very good fit to the data as all the indices presented fall within its criterion. Thus, there was no need to find another model for testing because it was already found to be the best fit among all the tested model. Therefore, the

null hypothesis of the best fit model was rejected. It could be stated that there is a best fit model that predicts the work engagement of employees in a large retail enterprises in Region XII. The model clearly specified that the importance of transformational leadership, motivation and human resource management practices as the predictors of work engagement. However, that the model showed out of the four indicators of transformational leadership only two remains as significant predictor of work engagement to wit: inspirational motivation and idealized influence. For motivation only two out of the three indicators resulted on work engagement namely, reward and performance feedback. For human resource management practices only two out of the four indicators; these are planning and recruitment and compensation. On the part of work engagement only one out of the three indicators remained to measure this only vigor. Thus, the findings suggest that the work engagement of the employees of large retail enterprises was best anchored on transformational leadership which was measured on inspirational motivation and idealized influence, motivation which was measured on reward and performance feedback and human resource management practices which was measured on planning and recruitment and compensation.

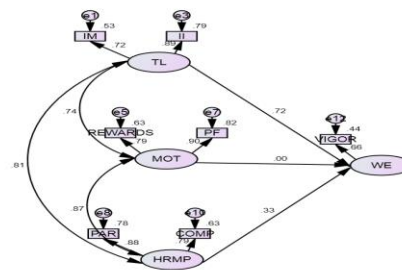


Figure 3. The Interrelationships between the Latent Exogenous Variables – Transformational Leadership, Motivation and Human Resource Management Practices and their Direct Causal Relation to the Endogenous Variable work engagement

#### Legend

TL	-Transformational Leadership	MOT	- Motivation
IM	– Inspirational Motivation	REWARDS-	Rewards
IC	– Individualized Consideration	AAR-	Achievement and Recognition
II	– Idealized Influence	PF-	Performance Feedback
IS	–Intellectual Stimulation		
HMP	- Human Resource Management Practices		
PAR	- Planning and Recruitment	VIGOR-	Vigor
TP	- Training Program	DEDI-	Dedication

COMP - Compensation	ABSORP- Absorption
PA - Performance Appraisal	WE- Work Engagement

## 9. DISCUSSION

Presented in this chapter are the discussions of the level of transformational leadership, motivation, human resource management practices and work engagement. Also revealed in this section are the correlations between transformational leadership, motivation and human resource management practices on work engagement. Lastly, the best fit model that predicts the work engagement among employees of large retail enterprises in Region XII.

### 9.1 The Best Fit Model of Employees Work Engagement

Shown in Figure 3 in chapter 3 is the generated structured model 4. It depicts the network of interrelationship of exogenous variables toward endogenous variable. The exogenous variable are transformational leadership (TL) which is measured by inspirational motivation (IM) and idealized influence (II), motivation (M) which is measured by rewards (REWARDS) and performance feedback (PF) and human resource management practices (HRMP) which is measured by planning and recruitment (PAR) and compensation (COMP). The endogenous variable uses work engagement (WE) which is measured by vigor (VIGOR). From the model it could be seen that only inspirational motivation and idealized influence remained as a measurement construct of transformational leadership. This ensures that leaders can enhance collaboration and improve commitment by communicating the organization's vision, purpose, and goals. By displaying energy and enthusiasm among workers, inspiring encouragement will build a higher level of determination as a return (Popa, 2012). Also with idealized influence Ojokuku, Odetayo and Sajuyigbe (2012)[156] have stressed with idealized power that this type of leader has the ability to influence workers over ideals or what is required of them, for example, to exemplify the highest degree of morality. Rewards and feedback on results are remaining motivating factors. Reward is considered by workers to be one of the most effective motivational technique that an employer can use (Phillips & Gully, 2012). In most situations, externally motivated workers perform the tasks due to some incentive such as promotion or avoid unwanted consequences (Mohsan, 2004). In addition, performance feedback includes previous behavior information that helps employees improve their current performance (Palmer, Johnson & Johnson, 2015)[157]. Planning and recruitment and compensation are variables left that belong to human resource management practices. Al Salem (2015)[8] suggested a strategic plan that includes the human resource manager's managerial and operational activity; and also shows attracting, recruiting, training and

maintaining the organization's human resources Since this is considered a strategic plan, there is a need a reliable, truthful and appropriate to reach the decision on the success of the organization (Joudeh, 2010)[116]. Only vigor has been shown as an observable predictor of work engagement. Engaged workers tend to have a high sense of energy and productive relation with their work activities and are considered to meet the demands of the work on time (Bakker et al., 2003).

## 10. CONCLUSION

The following conclusions are taken in the light of research results. This study's results explicitly verify the best predictors of the employees work engagement. First, the findings revealed that in terms of employees work engagement, of the three exogenous variables, transformational leadership got the highest total mean. Therefore, transformational leadership has an influence to employees work engagement. And among all observed variables, vigor obtained the highest level mean score which is a direct variable of work engagement. Work engagement is manifested in the employee's determination to work and intention to continue working in the organization (Park, 2012). The result on the test of null hypotheses stating that there is no significant relationship and influence between transformational leadership, motivation and human resource management practices to work engagement were all rejected. Thus, all those exogenous variables have significant relationship and influence on the endogenous variables. Therefore, the results of the study validates the proposition of (Charkhabi et al., 2014) [54] that there is a link between transformational leadership and that there is a direct relationship between the transformational leadership and work engagement. The study of (Riketta 2008)[171] shows that there is also a connection between motivation and work engagement, (Noe, 2011)[155]. There is also an association between human resource management practices and work engagement. Further, the null hypothesis stating that there is no model that best fits among the employees work engagement of large retail enterprises in Region XII was rejected.

## 11. RECOMMENDATIONS

From the conclusion drawn from the results of the study, the following recommendations are made for various interested parties: large enterprises specifically to the managers and supervisors; different management associations; different employees association; government agencies particularly the Department of Labor and Employment; and other researchers. To the managers, supervisors, and even owners can develop strategies to strengthen inspirational motivation, idealized influence,



reward and performance, feedback mechanisms, planning and recruitment, and compensation. For example, managers and supervisors can participate into different trainings on transformational leadership; they can revisit their motivational strategies and assess its impact on the employees; they can also improve their human resource management practices like recruitment and selection process and most importantly the compensation package. To the different management associations they can collaborate with the owners, managers, supervisors and employees to address concerns particularly in maximizing work engagements of the employees. To the different employees association, they can inform and encourage participation among employees to have an exchange of concerns to the management. To the Department of Labor and Employment, they can extend assistance particularly in the recruitment and selection process of the employees and securing appropriate compensation as mandated by the law. To other researchers, they can explore other variables that can predict work engagement for large enterprises; they can explore the study to other form of enterprises; and they can explore the study to other geographic location.

## 12. REFERENCES

- [1] Abbott, M. L., & McKinney, J. (2013). The impact of transformational leadership in the crisis management preparedness. *Journal of Business Administration*, 12(3), 278-314.
- [2] Abid, G., Sajjad, I., Elahi, N. S., Farooqi, S., & Nisar, A. (2018). The influence of pro social motivation and civility on work engagement: The mediating role of thriving at work. *Cogent Business & Management*, 5(1), 149-156.
- [3] Abukhalifeh, A. N., Marzuki, A., Yousefi, M., & Som, A. P. M. (2012). Factors influencing visitors revisit behavioural intentions: A case study of Sabah, Malaysia. *Journal of Marketing Studies*, 4(4), 39-50.
- [4] Aggarwal, P., Rochford, L., & Vaidyanathan, R. (2009). The hot seat: Profiling the marketing department chair. *Journal of Marketing Education*, 31(1), 40-51.
- [5] Agut, S. Peiro, J., & Salanova, M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6), 12-17.
- [6] Ahmad, S., & Schroeder, R. G. (2003). The impact of human resource management practices on operational performance: Recognizing country and industry differences. *Journal of Operations Management*, 21(1), 19-43.
- [7] Akhtar, N., Azzi, S., Irfan, N., Sabir, R.I., Sarwar, B., & Zulfigar, S. (2014). Impact of employee satisfaction: A study of Lahore electric supply company of Pakistan. *Journal of Basic and Applied Scientific Research*, 4, 229-235.
- [8] Al-Salem, M. (2015). Human resources management integrated strategic approach (Unpublished doctoral thesis). University Library, Sharjah UAE.
- [9] Al Shaikhly, N. A. (2017). The impact of human resource management practices on employees' satisfaction: A field study in the Jordanian telecommunication companies. Middle East University.
- [10] Al-Hosam, A., Al-Swidi, A. K., & Nawawi, M. K. W. (2012). Is the relationship between employees' psychological empowerment and employees' job satisfaction contingent on the transformational leadership? A study on the Yemeni Islamic banks. *Asian Social Science*, 8(10), 130.
- [11] Altarawmneh, I., & Al-Kilani, M. H. (2010). Human resource management and turnover intentions in the Jordanian hotel sector. *Research and Practice in Human Resource Management*, 18(1), 46-59.
- [12] Alzyoud, A. A. Y. (2018). The influence of human resource management practices on employee work engagement. *Foundations of Management*, 251-256.
- [13] Amabile, T. M., Schatzel, E. A., Moneta, G. B., & Kramer, S. J. (2004). Leader behaviors and the work environment for creativity: Perceived leader support. *The Leadership Quarterly*, 15(1), 5-32.
- [14] Amaria, P., & Fleming, F. (2011). Impact of human resource management practices of small firm performance in a country in recession. *American Journal of Business Research*, 4(1), 23-54.
- [15] Andersen, E. B. (2012). The statistical analysis of categorical data. Springer Science & Business Media.
- [16] Anjali, K. T., & Anand, D. (2015). Intellectual stimulation and job commitment: A study of IT professionals. *IUP Journal of Organizational Behavior*, 14(2).
- [17] Arabacı, I. B. (2010). The effects of depersonalization and organizational cynicism levels on the job satisfaction of educational inspectors. *African Journal of Business Management*, 4(13), 2802-2811.
- [18] Armenakis, A., Carter, M., Field, H., & Mossholder, K. (2013). Transformational leadership, interactional justice, and organizational citizenship behavior: The effects of racial and gender dissimilarity between supervisors and subordinates. *Group & Organization Management*, 39(6), 691-719.
- [19] Armstrong, M., & Taylor, S. (2014). *Armstrong's handbook of human resource management practice*: London, United Kingdom: Kogan Page.
- [20] Ashraf, N., Ghafoor, S., & Shaukat, H. (2015). Impact of human resource management practices on employees performance. *Middle-East Journal of Scientific Research*, 23(2), 329-338.
- [21] Atteya, N. M. (2012). Testing the impact of the human resource management practices on job performance:

- An empirical study in the Egyptian joint venture petroleum companies. *International Journal of Business and Social Science*, 3(9).
- [22] Avarsin, S. M., & Kaleybar, H. N. (2012). The Study of factors pertaining to administrators' empowerment Kaleibar schools, Iran. *Life Science Journal*, 9(4).
- [23] Avolio B., Gardner W., Luthans F., May D., & Walumbwa, F. (2004). Unlocking the mask: A look at the process by which authentic leaders impact follower attitudes and behaviors. *The Leadership Quarterly*, 15(6), 801-823.
- [24] Avolio, B. J. (2005). Authentic leadership development: Getting to the root of positive forms of leadership. *The Leadership Quarterly*, 16(3), 315-338.
- [25] Azara, S., & Mohammed, A. K. (2013). Employee training and organizational performance: Mediation by employee performance. *Interdisciplinary Journal of Contemporary Research in Business*, 5(4), 490-503.
- [26] Bakker, A. B., & Schaufeli, W. B. (2014). Effort-reward imbalance and burnout among nurses. *Journal of Advanced Nursing*, 31(4), 884-891.
- [27] Bakker, A. (2005). The crossover of burnout and work engagement among working couples. *Human Relations*, 58(5), 661-689.
- [28] Bakker, A. B., Brummelhuis, L., & Demerouti, E. (2014). Work engagement, performance, and active learning: The role of conscientiousness. *Journal of Vocational Behavior*, 80, 555-564.
- [29] Bakker, A. B., Derks, D., & Reina-Tamayo, A. M. (2017). Episodic demands, resources, and engagement. *Journal of Personnel Psychology*.
- [30] Bakker, A. B., Demerouti, E., & Schaufeli, W. B., & Xanthopoulou, D. (2017). The role of personal resources in the job demands-resources model. *International Journal of Stress Management*, 14, 121-141.
- [31] Bakker, A. B., Gonzales-Roma, V., Salanova, M., & Schaufeli, W. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92.
- [32] Banket, V. L. (2011). The impact of strategic human resource management on organizational performance. *Journal of Naval Science and Engineering*, 6(2), 100-116.
- [33] Barine, K., & Minja, D. (2014). *Transformational corporate leadership*. New York: Integrity Publishing.
- [34] Barrick, M. R., Thurgood, G. R., Smith, T. A., & Courtright, S. H. (2015). Collective organizational engagement: Linking motivational antecedents, strategic implementation, and firm performance. *Academy of Management Journal*, 58(1), 111-135.
- [35] Bass, B. M. (1985). *Leadership and performance beyond expectations*. The Free Press, New York
- [36] Bass, B. M., & Avolio, B. J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage.
- [37] Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Mahwah, NJ: Lawrence Erlbaum Associates. Inc. Publishers.
- [38] Berry, D. (2011). Determinants of vitamin D status: Focus on genetic variations. *Current Opinion in Nephrology and Hypertension*, 20(4), 331-336.
- [39] Bhagul, D. (2014). *Glimpes of human resource development practices in pharmaceuticals companies in Pune*. Solapur, India: Laxmi Book Publication.
- [40] Bhata, A. B., Barua, M., & Rangnekar, S. (2017). Impact of transformational leadership style on organizational learning. *Elite Research Journal of Education and Review*, 1(4), 24-31.
- [41] Bommer, W. H., Rich, G. A. & Rubin, R. S. (2007). Changing attitudes about change: longitudinal effects of transformational leader behavior on employee cynicism about organizational change. *The Journal of Organizational Behavior*, 26, 733-753.
- [42] Boohene, R., & Asuinura, E. L. (2011). The effect of human resource management practices on corporate performance: A study of graphic communications group limited. *International Business Research*, 4(1), 147-150.
- [43] Boone, H. N., & Boone, D. A. (2012). Analyzing likert data. *Journal of Extension*, 50(2), 1-5.
- [44] Bratton, J., & Gold, J. (2012). *Human resource management: Theory and Practice*. London, United Kingdom: Palgrave Macmillan.
- [45] Brown, P. B. (2015). The evolving role of strategic management development, *Journal of Management Development*, 24, 209-222.
- [46] Bynum, B. H., Hoffman, B., Piccolo, R. F., & Sutton, A. W. (2011). Person-organization value congruence: How transformational leaders influence work group effectiveness. *Academy of Management Journal*, 54(4), 779-796.
- [47] Bryson, A., Pendleton, A., & Whitfield, K. (2018). *The changing use of contingent pay at the modern British workplace, The Evolution of the Modern Workplace*, Cambridge: Cambridge University Press.
- [48] Budhwar, P., Malhotra, N., & Prowse, P. (2007). Linking rewards to commitment: An empirical investigation of four UK call centres. *The International Journal of Human Resource Management*, 18(12), 2095-2128.
- [49] Burkus, D. (2015). Goal setting and the differential influence of self-regulatory processes on complex decision-making performance. *Journal of Personality and Social Psychology*, 257-266.
- [50] Burton, K. (2012). A study of motivation: How to get your employees moving. *SPEA Honors Thesis Spring 2012*, 1-33.

- [51] Caldwell, S., Fedor, D., Herold, D., & Liu, Y. (2008). The effects of transformational and change leadership on employees' commitment to a change: A multilevel study. *Journal of Applied Psychology*, 93(2), 346
- [52] Cascio, W.F & Baudrea. (2011). Impact of transactional and laissez faire leadership style on motivation. *International Journal of Business and Social Science*, 3(7), 256-264
- [53] Cazareth, J., Glaichenhaus, N., Murris, E., Guyon, A., & Nicolas, S. (2015). Enriched environment decreases microglia and brain macrophages inflammatory phenotypes through adiponectin-dependent mechanisms: Relevance to depressive-like behavior. *Brain, behavior, and immunity*, 50, 275-287.
- [54] Charkhabi, M., Hayati, D., & Naami, A. (2014). The relationship between transformational leadership and work engagement in governmental hospitals nurses: A survey study. *Springerplus*, 3(1), 25.
- [55] Cho, S., & Liu, J. (2017). Extrinsic and intrinsic motivation on work engagement in the hospitality industry: Test of motivation crowding theory. *Tourism and Hospitality Research*, 17(2), 228-24.
- [56] Chou, P. (2015). Transformational leadership and employee's behavioral support for change. *Journal of Management and Administrative Sciences Review*, 3(3), 825- 838.
- [57] Chow, C. W., Jung, D., & Wu, A. (2008). Towards understanding the direct and indirect effects of CEOs' transformational leadership on firm innovation. *The Leadership Quarterly*, 19(5), 582-594.
- [58] Cleal, B., & Nielsen K. (2011). Under which conditions do middle managers exhibit transformational leadership behaviors? An experience sampling method study on the predictors of transformational leadership behaviors. *The Leadership Quarterly*, 22(2), 344-352.
- [59] Clegg, S., Kornberger, M., & Pitis, T. (2008). *Managing and organising: An introduction to theory and practice*. Second Edition. Los Angeles, CA: Sage.
- [60] Coffman, C., & Gonzalez-Molina, G., (2002). *Follow this path: How the world's greatest organizations drive growth by unleashing human potential*. New York, NY: Warner Books, Inc.
- [61] Colbert, A., Judge, T., & LLies, R. (2004). Intelligence and leadership: A quantitative review and test of theoretical propositions. *Journal of Applied Psychology*, 89(3), 542.
- [62] Cole, G. A., & Kelly, P. (2011). *Management theory and practice* (7th ed.). Hampshire, UK: South-Western Cengage Learning.
- [63] Conger, J. A. (2014). Addressing the organizational barriers to developing global leadership talent. *Organizational Dynamics*, 43(3), 198-204.
- [64] Daniels, K., Nielsen, K., & Ogbonnaya, C. (2017). Does contingent pay encourage positive employee attitudes and intensify work?. *Human Resource Management Journal*, 27(1), 94-112.
- [65] Darren, G., & Mallery, P. (1999). Technology leadership behaviours of elementary school principal. Usak University. *Journal of Social Science*, 4(2), 219-238.
- [66] Darwish, R. Q. & Usman, A. (2013), "Impact of reward and recognition on job satisfaction and practices on productivity: A study on steel finishing line", *The American Economic Review*, 87(3), 291-313.
- [67] Dawson-Hughes, B. (2010). IOF position statement: vitamin D recommendations for older adults. *Osteoporosis International*, 21(7), 1151-1154.
- [68] Decelles, K. A., Taxman, F. S., & Tesluk, P. E. (2013). A field investigation of multilevel cynicism toward change. *Organization Science*, 24(1), 154-171.
- [69] Decenzo, D., & Robbins, S., 2008. *Human resource management*, 7th Edition, John Wiley & Sons Inc., 45-47
- [70] De Jong, J., & Hartog, D. (2013). How leaders influence employees' innovative behavior. *European Journal of Innovation Management*, 10(1), 41-64.
- [71] Deligorio, J. & Laguador, J. (2014). Work engagement among employees and relationship with work units performance of higher education institution. *International Journal of Management Sciences*, 3(12), 909-917.
- [72] Delmotte, J., De Winne S., Faems, D., Forrier, A., Maes, J., & Sels, L. (2003). Research on the administrator professional training and its role in the implementation of educational institutions reform in Kosovo. *Interdisciplinary Journal and Research and Development*, 1 (1), 26-30.
- [73] Derue, D. S., & Guzzo, R. (2004). Bridging the gap between I/O research and HR practice: Improving team composition, team training, and team task design. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 43(4), 353-366.
- [74] Dessler, G. (2013). Role of servant leadership on organizational commitment: An exploratory survey of state corporations in Kenya. *International Journal of Humanities and Social Science*, 3(13), 85-94.
- [75] Dimitrios, B., Dimitris, N., Kastanioti, C., & Maria, T. (2014). The influence of organizational culture on job satisfaction of administrative employees at a public hospital: The case of general hospital of Larissa. *Journal of Health Management*, 16, 217-231.
- [76] Dwivedula, R., Müller, R. & Ravikiran, S. (2011). Work motivation as a determinant of organizational and professional commitment in case of temporary organizations: Theoretical Perspectives, *International*



- Research Network for Organizing by Projects IRNOP 10, University of Quebec, Montreal, 1-27.
- [77] Elarabi, H., & Johari, F. (2014). The Impact of human resources management on the health care quality, *Asian Journal of Management Sciences and Education*, 3(1).234-245.
- [78] Elkins, T., & Keller R. T. (2013). Leadership in research and development organizations: A literature review and conceptual framework. *Leadership Quarterly*, 14, 587-606.
- [79] Ezech, O. K., Agho, K. E., Dibley, M. J., Hall, J., & Page, A. N. (2014). Determinants of neonatal mortality in Nigeria: Evidence from the 2008 demographic and health survey. *BMC Public Health*, 14(1), 521.
- [80] Fisher, C. D. & Locke, E. A. (1992). "The new look in job satisfaction research and theory, in *Job Satisfaction: How people feel about their jobs and how it affects their performance*", C.J.Cranny, P.C. Smith and E.F. Stone , (Eds.). New York, NY: Lexington Books.
- [81] Forbes, (2014). Internalized masculinity and women's discourse: A critical analysis of the (re)production of masculinity in organizations. *Communication Quarterly*, 50 269-292.
- [82] Frau, L., Morelli, M., & Simola, N. (2012). Alteration in the progression of dopamine neuron degeneration: May caffeine offer new perspective?. 218-220.
- [83] Gallup D. (2017). Comparative efficacy of coronary revascularization procedures for multivessel coronary artery disease in patients with chronic kidney disease. *The American journal of cardiology*, 119(9), 1344-1351.
- [84] Gatenby, M., Kular, S., Rees, C., Soane, E. & Truss, K. (2008). Employee Engagement: A Literature Review. Kingston University, Kingston.
- [85] Gerharts, B. Hollenbeck, J.R. Noe, R.A. & Wright, P.M. (2010). Human resources management: Gaining a Competitive Advantage, 1-799.
- [86] Geomani, (2012). Empowerment and trust as a mediator of relationship between transformational leadership and organizational effectiveness. *European Journal of Economics & Political Studies*, 8(1),4-36.
- [87] George, A., Renjith, V., & Renu, G. (2015). Transformational leadership in nursing. *International Journal of Scientific Research and Management Studies*, 2(2) 112-116.
- [88] George, L., & Sabapathy, T. (2011). Work motivation of teachers: Relationship with organizational commitment. *Canadian Social Science*, 7(1), 90-99.
- [89] Ghafoor A, Hijazi, S., Khan, M., & Qureshi, T. (2011). Transformational leadership, employee engagement and performance: Mediating effect of psychological ownership. *African Journal of Business Management*, 5(17), 7391-7403.
- [90] Gichuhi, A. W., Abaja, P. O., & Ochieng, I. (2014). Effect of management practices on employee engagement: A case study of supermarkets in Nakuru Town, Kenya. *Asian Journal of Business and Management Sciences*, 2(11), 42-58.
- [91] Giroux, T., & McLarney, C. (2014). Exploring the leadership continuum: The relevance of transformational leadership on organizational performance. *Proceedings of the Northeast Region Decision Sciences Institute*, 862-886. <http://nedsi.org/>
- [92] Gl, J., Nagel, C., Watson, K., & Robinson, S. (2015). Perceived leadership style and employee participation. *African Journal of Business Management*, 6(1), 118-128.
- [93] Gomes, A. R. (2014). Nexus between leadership style, employee retention and performance in organization. *European Scientific Journal*, 11(3), 186-209.
- [94] Gopal, R., (2014). Leadership style and employee motivation: An empirical investigation in a leading oil company in India. *International Journal of Research and Business Management*. 2(5), 1-55.
- [95] Grobler, P. A., & Diedericks, H. (2009). Talent management: An empirical study of selected South African hotel groups. *Southern African Business Review*, 13(3), 205-367.
- [96] Gronewald A & Ashfield G. (2008). When leaders are also explorers. *The Star Workplace*, 7 May, p. 56.
- [97] Guerra-Lopez, I. J. (2008). Performance evaluation: Proven approaches for improving program and organizational performance. San Francisco, USA: Jossey-Bass.
- [98] Guest, D.E. (2011). Human resource management and performance: Still searching for some answers. *Human Resource Management Journal*, 21(1), 3-13.
- [99] Hakanen, J., Bakker, B. & Schaufeli, W.B. (2008). The job demands-resources model: A three-year cross-lagged study of burnout, depression, commitment, and work engagement. *Work & Stress*, 22, 224-241.
- [100] Halford, D.A. (2011). Leadership theories and their lessons for pharmacists. *American Society of Health-Systems*, 60, 17-80.
- [101] Harrison, A. P. (2018). Everyday Justice for Muslims in Mawlamyine: Subjugation and skilful navigation. *Independent Journal of Burmese Scholarship*, 1(2).
- [102] Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268.
- [103] Hassan, S., Mahsud, R., Yulk, G., & Prussia, E.G. (2012). Ethics and empowering leadership and leader effectiveness. *Journal of Management Psychology*, 28(2), 134-146.
- [104] Hater, J. J., & Bass, B. M. (1988). Superior evaluations subordinates perceptions of

- transformational and transactional leadership, *Journal of Applied Psychology*, 73,659-702.
- [105] Herman, H. M., Huang, X., & Lam, W. (2013). Why does transformational leadership matter for employee turnover? A multi-foci social exchange perspective. *The Leadership Quarterly*, 24(5), 763-776.
- [106] Heywood, J. S., & Wei, X. (2006). Performance pay and job satisfaction. *Journal of Industrial Relations*, 48(4), 523-540.
- [107] Hong, C.H., Kok, V., & Wan, D. (2015). Strategic human resource management and organizational performance in Singapore. *Compensation and Benefits Review Saranac*, 39(4), 836-866.
- [108] Hui, D., Joseph, G., Malancharuvil-Berkes, E., & Rogers, R. (2005). Critical discourse analysis in education: A review of the literature. *Review of educational research*, 75(3), 365-416.
- [109] Humborstad, S., Kopperud, K. H., & Martinsen, O. (2014). Engaging leaders in the eyes of the beholder: On the relationship between transformational leadership, work engagement, service climate, and self-other agreement. *Journal of Leadership & Organizational Studies*, 21(1), 29-42.
- [110] Huston, C. (2008). Preparing nurse leaders for 2020. *Journal of nursing management*, 16(8), 905-911.
- [111] Irshad, M. (2008). Leadership qualities and organizational transformation: A case study of University of Abuja library, Abuja. *Borno Library, Archival, and Information Science Journal* 7 (1): 75-79.
- [112] Jackson, S. E., Schuler, R. S. & Jiang, K., (2014). Strategic HRM: A review and framework, *Academy of Management Annuals*, 8(5), 1-56.
- [113] Jansen, S., Vera, D. & Crossan, M. (2004). Strategic leadership and organizational learning. *Academy of Management Review*, 29(2), 222-240.
- [114] Johnson, J. (2015). History and use of relative importance indices in organizational research. *Organizational Research Methods*, 7, 238-257.
- [115] Joubert, T. M. & Roodt, G. (2011). Organisational commitment and job embeddedness of service staff with critical and scarce skills. *South African Journal of Labour Relations*, 37(1), 61-78.
- [116] Joudeh, M. (2010). The effect of leadership style on the firm performance in Ghana. *International Journal of Marketing Studies*, 6(1), 177-185.
- [117] Judge, T. A., & Piccolo, R. F. (2004). "Transformational and transactional leadership: A meta analytic test of their relative validity", *Journal of Applied Psychology*, 89(5), 755-768.
- [118] Kanungo, R. N. (1982). Measurement of job and work involvement. *Journal of Applied Psychology*, 67(3), 341-349.
- [119] Karakitapoğlu-Aygün, Z., & Gumusluoglu, L. (2013). The bright and dark sides of leadership: Transformational vs. non-transformational leadership in a non-Western context. *Leadership*, 9(1), 107-133.
- [120] Keegan, A. E.; Hartog, D. N. D. (2004). The effect of leadership styles on service quality improvement: The mediating role of organisational learning. *Asia-Pacific Journal of Innovation in Hospitality and Tourism (APIJHT)*, 8(1), 27-50.
- [121] Keller, S., & Price, C. (2011). Organizational health: The ultimate competitive advantage. *McKinsey Quarterly*, 2(6), 94-107.
- [122] Khanna, P. (2014). Recruitment & Selection: A need of the hour for organizational success. *International Journal of Research in Management & Technology* 4(3),557-585.
- [123] Kinicki, A. & Fugate, M. (2012). Managing employee withdrawal during organizational change: The role of threat appraisal. *Journal of Management*, 38(3), 890-914.
- [124] Kinnunen, U., Mauno, S., & Ruokolainen, M. (2007). Job demands and resources as antecedents of work engagement: A longitudinal study. *Journal of vocational behavior*, 70(1), 149-171. doi:10.1016/j.jvb.2006.09.002.
- [125] Kirkbride, P. (2006). "Developing transformational leaders: The full range leadership model in action", *Industrial and Commercial Training*, 38(1), 23-32.
- [126] Kreitner, R. & Kinicki, A. (2010). *Organizational Behaviour* (9th ed.). New York, NY: McGraw-Hill Irwin Inc.
- [127] Kumar, K. (2013). Training and development practices and performance. *International Journal of Pharmaceutical Sciences and Business Management*. 1(1), 82-103.
- [128] Landman-Pieterse, E. (2012). The relationship between transformational leadership, employee engagement, job characteristics and intention to quit (Doctoral dissertation, Stellenbosch: Stellenbosch University).
- [129] Li, Y. (2014) Building effective commitment in organization among Chinese university teachers: The role of organizational justice and job burnout. *Educational Assessment Evaluation and Accountability*. 135-152.
- [130] Liang, S. C., & Shieh, A. T. (2009). Burnout and workplace deviance among flight attendants in Taiwan. *Psychological Reports*, 1(1), 457-468.
- [131] Littman-Ovadia, H., Menger, L., Miller, M., Rothmann, S., & Steger, M. F. (2013). Engaging in work even when it is meaningless: Positive affective disposition and meaningful work interact in relation to work engagement, *Journal of Career Assessment*, 21(2), 348-361.

- [132] Loshali, S., & Krishnan, V. R. (2013). Strategic human resource management and firm performance: Mediating role of transformational leadership. *Journal of Strategic Human Resource Management*, 2(1), 9-20.
- [133] Luthans, F. (2015). Toward better understanding of the learning goal orientation-creativity relationship: The role of positive psychological capital. *Applied Psychology*, 64(2), 444-472.
- [134] Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1(1), 3-30.
- [135] Malik, N. (2010). A study on motivational factors of the faculty members at university of Balochistan. *Serbian Journal of Management*, 5 (1), 143-149.
- [136] Mancini, D. (2010). Building organizational trust in virtual teams. *Journal of Behavioral Studies in Business*, 5(3), 1-5.
- [137] Manion, J. (2005). Supporting nurse managers in creating a culture of retention. *Nurse Leader*, 3(2), 52-56.
- [138] Manteklow, J. (2011). Forming, storming, norming, and performing. Retrieved from: [http://www.mindtools.com/pages/article/newLDR\\_86.htm](http://www.mindtools.com/pages/article/newLDR_86.htm).
- [139] Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5(12), 89.
- [140] Marquis, B.L., & Huston, C. J., (2008). The science of training: A decade of progress, *Annual Review of Psychology*, 52(1), 47-199.
- [141] Matuska, T. (2014). Performance and economic analysis of hybrid PVT collectors in solar DHW system. *Energy Procedia*, 48(0), 150-156.
- [142] McBain, R., & Rees, D. (2004). *People management: challenges and opportunities*. New York: Palgrave Macmillan.
- [143] McCleskey, J. A. (2014). Situational, transformational, and transactional leadership and leadership development. *Journal of Business Studies Quarterly*, 5(4), 117.
- [144] Mohsan, F. (2004). Are employee motivation, commitment and job involvement inter-related: Evidence from banking sector of Pakistan. *International Journal of Business and Social Science*, 226-233.
- [145] Mondy, W. R., & Martocchio, J. (2014). Role of internal marketing on employees' perceived job performance in an Asian integrated resort. *Journal of Hospitality Marketing & Management*, 25(5), 589-612.
- [146] Mone, E. M., & London, M. (2018). Employee engagement through effective performance management: A practical guide for managers. Routledge.
- [147] Moriones, B. A., & Larraza-Kintana, M. (2009). Profit-sharing plans and affective commitment: does the context matter?. *Human Resource Management*, 48(2), 207-226.
- [148] Mostert, K., & Bakker, A. (2010). Work-related well-being in the South African Police Service. *Journal of Criminal Justice*, 34, 479-491. doi: 10.1016/j.jcrimjus.2006.09.003.
- [149] Motyka, B. (2018). Employee engagement and performance: A systematic literature review. *International Journal of Management and Economics*, 54(3), 227-244.
- [150] Moynihan, D., Pandey, S., & Wright, B. (2014). Why performance information use varies among public managers: Testing manager-related explanations. *International Public Management Journal*, 17(2), 174-201.
- [151] Nawaz, S., Hassan, M., Hassan, S., Shukat, S., & Asadullah, A. M. (2014). Impact of employee training and empowerment on employee creativity through employee engagement: Empirical evidence from manufacturing sector of Pakistan. *Middle-East Journal of Scientific Research*, 19, 593-601.
- [152] Newstrom, J. W. (2017). *Organizational Behavior: Human Behavior at Work* (13th ed.). New York, NY: McGraw-Hill/Irwin.
- [153] Nguyen, M. H., & Nguyen, T. H. (2014). The Influence of leadership behaviours on employee performance in the context of software companies in Vietnam. *Advances in Management & Applied Economics*, 4(3), 567-654.
- [154] Nishii, L. H. & Wright, P. M., (2007). Strategic HRM and organizational behavior: Integrating multiple levels of analysis. *CAHRS Working Paper Series*, 468.
- [155] Noe, R. A. (2011). Trainees attributes and attitudes: Neglected influences on training effectiveness. *Academy of Management Review*, 1 (1), 736-749.
- [156] Ojokuku, R. M., Odetayo, T. A., & Sajuyigbe, A. S. (2012). Impact of leadership style on organizational performance: A case study of Nigerian banks. *American Journal of Business and Management*, 1(4), 202-207.
- [157] Palmer, C., Johnson & Johnson. (2015). A model of work stress to underpin the health and safety executive advice for tackling work related stress and stress risk assessments. [http://www.bacpworkplace.org.UK/journal\\_pdf/acw\\_winter04\\_a.pdf](http://www.bacpworkplace.org.UK/journal_pdf/acw_winter04_a.pdf)
- [158] Park, M. J. (2015). The relationship of change readiness and work engagement in manufacturing



- organizations in south-central Pennsylvania (Doctoral dissertation, The Pennsylvania State University).
- [159] Piccolo, R. F. & Colquitt, J. A. (2006), "Transformational leadership and job behaviors: The mediating role of core job characteristics", *Academy of Management Journal*, 49(2), 327-340.
- [160] Phillips, J. M., & Gully, S.M. (2012). A mediated moderation model of recruiting socially and environmentally responsible job applicants. *Personnel Psychology*, 66(4), 935-973.
- [161] Pink, D.H. (2016). *Drive: The surprising truth about what motivates us*. New York, NY: The Penguin Group.
- [162] Popa, B. M. (2016). The relationship between leadership effectiveness and organizational performance. *Journal of Defense Resources Management*, 3(1), 1-23.
- [163] Prue, D. M., & Fairbank, J. A. (1981). Performance feedback in organizational behavior management: A Review. *Journal of Organizational Behavior Management*, 3(1), 1-16.
- [164] Quick, J. C., & Nelson, D. L. (2013). Generating stress by challenging employees: Helping people savor their work. *Organizational Dynamics*. 4(2), 61-69.
- [165] Raja, M. W. (2012). Does transformational leadership leads to higher employee work engagement. A study of Pakistani service sector firms. *International Journal of Academic Research in Business and Social Sciences*, 2(1), 160.
- [166] Ramani, V. (2015). The relationship between age, anxiety, and depression in older adults with cancer. *Psycho-Oncology*, 24(6), 712-717.
- [167] Ramlall, S. (2004). A review of employee motivation theories and their implications for employee retention within organizations. *Journal of American Academy of Business*, 5(1/2), 52-63.
- [168] Rayton, B. A., & Yalabik, Z. Y. (2014). Work engagement, psychological contract breach and job satisfaction. *The International Journal of Human Resource Management*, 25(17), 2382-2400.
- [169] Reichheld, F. F., & Rogers, P. (2005). Reactions to work assignment as precursors of organizational commitment: The moderating effect of occupational identification. *Journal of Business Research*, 26(2), 81-96.
- [170] Reynolds, A. (2014). Educational effectiveness research (EER): A state-of-the-art review. *School Effectiveness and School Improvement*, 25(2), 197-230.
- [171] Riketta, M. (2008). The causal relation between job attitudes and performance: A meta-analysis of panel studies. *Journal of Applied Psychology*, 9(3), 472-481.
- [172] Robbins, S. P., & Judge, T. A. (2015). *Essentials of organizational behaviour* (10th ed.). Upper Saddle River, NJ: Prentice Hall.
- [173] Robbins, S., Judge, T., & Sanghi, S. (2015). *Organizational Behavior* (15th ed.). Boston: Pearson Education.
- [174] Saleem, Q., & Mohwish, D. (2011). Degree of influence of training and development on employee's behaviour. *International Journal of Computing and Business Research*. 2(3): 2229 - 6166.
- [175] Salimath, M. G., & Kavitha, B. R. (2015). A study on organizational effectiveness through employee engagement-special reference with selected retail outlets in Bengaluru Region, India. *CLEAR International Journal of Research in Management, Sciences,&Technology*, 5(10), 1-9.
- [176] Scheers, L., & Botha, J. (2014). Analysing relationship between employee job satisfaction and motivation. *Journal of Business and Retail Management Research*, 9(1), 325-405.
- [177] Schroeder, W., Ng, L., & Cates, J. (2003). Multi-spectral probabilistic diffusion using Bayesian classification. In *International Conference on Scale-Space Theories in Computer Vision*, 224-235. Springer, Berlin, Heidelberg.
- [178] Seltzer, J., & Bass, B. M. (1990). Transformational leadership: Beyond initiation and consideration. *Journal of management*, 16(4), 693-703.
- [179] Shank, M. D., & Lyberger, M. R. (2014). Sports product concepts. In *Sports Marketing*, 293-333.
- [180] Shibu, B. (2011). Transformational leadership and its relationship with subordinate satisfaction with the leader (The case of leather industry in Ethiopia). *Interdisciplinary Journal of Contemporary Research in Business*, 3(5), 686-697.
- [181] Shin, S.J. and Zhou, J. (2003), "Transformational leadership, conservation, and creativity: Evidence from Korea", *Academy of Management Journal*, 46 (6), 703-714.
- [182] Shirom, A. (2010). Elevated burnout predicts the onset of musculoskeletal pain among apparently healthy employees. *Journal of occupational health psychology*, 15(4), 399.
- [183] Shrager, O., & Shirom, A. (2009). The construct validity of vigor and its antecedents: A qualitative study. *Human Relations*, 62- 271.
- [184] Simic, I., & Conger, J. A., (2014) Transformational leadership, the key to successful management of transformational organizational changes. *Economics and Organization*, 1(6), 49 -55.
- [185] Smith-Crowe, A., Umphress, E., & Watkins, B. (2007). When birds of a feather flock together and when they do not: Status composition, social dominance orientation, and organizational

- attractiveness. *Journal of Applied Psychology*, 92(2), 396-409.
- [186] Smithers, G. L., & Walker, D. H. (2000). The effect of the workplace on motivation and demotivation of construction professionals. *Construction Management and Economics*, 18(7), 833-841.
- [187] Singh, K. (2004). Impact of HR practices on perceived firm performance in India. *Asia Pacific Journal of Human Resources* 42(3), 301-317.
- [188] Sokro, E. (2012). Analysis of the relationship that exists between organizational culture, motivation, and performance. *Problems of Management in the 21st Century*, 3, 106-119.
- [189] Solmon, D., & Podgursky, C. (2010). Employee Performance Appraisal Practices Of World Vision: Ghana Rural Water Project (GRWP) (Doctoral dissertation, University of Cape Coast).
- [190] Sonnentag, S., Dormann, C., & Demerouti, E. (2010). Not all days are created equal: The concept of state work engagement. *Work engagement: A handbook of essential theory and research*, 25-38.
- [191] Ugwu, C. (2017). Human resource management (HRM) practices and work engagement in Nigeria: The mediating role of psychological capital (PSYCAP). *International Journal of Social Sciences and Humanities Review*, 6(4), 71-87.
- [192] Wallace, J. C., & Chen, G. (2006). A multilevel integration of personality, climate, self-regulation, and performance. *Personnel Psychology*, 59, 529-557.
- [193] Wallace, J. C., & Chen, G. (2006). Workplace safety: a meta-analysis of the roles of person and situation factors. *Journal of applied psychology*, 94(5), 1103.
- [194] Wanjihia, F. N. (2016). Factors affecting employee motivation at the work place: A case of Kenya bankers Sacco society ltd (Doctoral dissertation, United States International University-Africa).
- [195] Watson, T. (2014). Transformational vs transactional leadership theories: Evidence in literature. *International Review of Management and Business Research*, 2(2), 355-361.
- [196] Wood, S. J., & Wall, T. D. (2002). Gestão de recursos humanos e desempenho empresarial. *Revista de Administração, São Paulo*, 37(3), 67-78. Yadav, R.K. & Dabhade, N. (2014). Human resource planning and audit-A case study of HEG limited. *International Letters of Social and Humanistic Sciences*, 5, 44-62.
- [197] Yadav, R. K., & Dabhade, N. (2014). Work life balance and job satisfaction among the working women of banking and education sector-A comparative study. *International Letters of Social and Humanistic Sciences*, 21, 181-201.
- [198] Yukl, G. (1994). Perspectives on environmental leadership. *The leadership quarterly*, 5(3-4), 271-276.
- [199] Zhang, X. A., Li, N., Ullrich, J., & van Dick, R. (2015). Getting everyone on board the effect of differentiated transformational leadership by CEOs on top management team effectiveness and leader-rated firm performance. *Journal of Management*, 41(7), 1898-1933.