

LEVEL 7 ASSESSMENT SPECIFICATION

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Programme:	DBA		
Module:	Approaches to Research and Academic Communication		
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Lecturer:	Dr Millissa Cheung	Internal Verifier:	
Assignment Title:	Portfolio	Word count (or equivalent):	7,500 words
Submission deadline:	31 August 2019	Return date of provisional marks & written feedback:	30 September 2019
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark. Penalties for late submission: Up to one week late, maximum mark of 50%. Over one week late, 0%. Only the Extenuating Circumstances Panel may approve a change to submission dates.		
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.		

Module Learning Outcomes (from module syllabus)

By the end of this module the student should be able to:

1. Critically reflect on the role of theory, epistemology, ontology and axiology in shaping and interpreting research;
2. Critically discuss approaches to reliability, validity and bias in social research;
3. Examine fully the ethical considerations in social research and develop research designs that meet a high standard of ethical practice; and
4. Critically analyse communications and communicate scholarship effectively.

TASK DESCRIPTION

Research Paper (Individual assignment)

You are welcome to discuss with your module lecturer to develop alternative topics. Before you start writing your paper it is advisable to prepare a research proposal and discuss it with your lecturer

Required Length: 7,500 words +/- 10% (excluding reference materials). Any deviation from this may be penalised. Print word count on the cover page.

Formatting and Layout:

1. **Writing:** Written in English in an appropriate academic style.
2. **Focus:** Focus only on the tasks set in the assignment.
3. **Length:** 7,500 words (print word count on the cover of your paper)
4. **Formatting:** Typed on A4 paper in Times New Roman font 12 with at 2 centimetre space at each edge, 1.5 spaced and pages numbered.
5. **Document format:** Word
6. Ensure a clear title, course, your name and ID number is on a cover sheet and a bibliography using **Harvard referencing** throughout is also provided.

The use of a range of information sources is expected – academic books, peer reviewed journal articles (ref. to Handbook listed journals), journal articles (e.g., Harvard Business Review), company related official documents, e.g., company annual reports, company handbooks and information from company websites, and government statistics. Other sources, e.g., conference papers, press releases, and newspaper articles, and website data should be used with care for their credibility and reliability.

The following suggestion is a generic structure; you may follow a different structure if that suits your paper better.

- Provide a specific title of the proposal that contains key construct of the study.
- State clearly what the research question is; identify the domain in which you wish to present your argument (business context, region); based on your knowledge and experience list out one main research question you want to examine in the study.
- On the basis of research question, state your objectives of the study.
- Highlight and discuss all the plausible theoretical and practical contributions you will make for the study.

- Provide a critical literature review that updates what has been study so far and what has less been studied as well as identify and discuss the research gap(s) that may be related to your study.
- On the basis of the literature review and your understanding on field of chosen topic, you propose a research model that depicts the number of hypotheses to be studied.
- Use literature review to build strong arguments that support the hypotheses.
- Prepare a research design that involves sampling method, selection of respondents, studied time period, number of sample size, data collection, and procedures of data collection.
- Project the pattern of results in each of proposed hypotheses.
- Make conclusion of the study.
- Ensure that all sources of primary and secondary data are appropriately referenced and acknowledged. You should refer to the DBA programme's (Harvard) referencing guide to ensure that you know how to reference your work and to quote from the contributions of others. As a general practice, every piece of literature listed should have been cited in the content of the report, which can be traced with proper citation.
- Use tables, graphs and appendices to provide factual evidence in support of the study and they are not word counted.

ASSESSMENT CRITERIA

This section details the assessment criteria. The *extent* to which these are demonstrated by you determines your mark. The marks available for each criterion are shown. Lecturers will use the space provided to comment on the achievement of the task(s), including those areas in which you have performed well and areas that would benefit from development/improvement.

Criteria	Marks Available	Marks Awarded
Identification and selection of appropriate research papers	10%	
Thematic structure	10%	
Critical evaluation	20%	
Writing clarity, style, grammar, correct use of Harvard referencing	10%	
Understanding of research philosophy	10%	
Critical discussion of ethical and methodological issues	10%	
Writing clarity, style, grammar	10%	
Presentation skills (Clarity, audibility, enthusiasm)	10%	
Ability to respond to questions	10%	
TOTAL	100	
Assignment Mark (Assessment marks are subject to ratification at the Exam Board. These comments and marks are to give feedback on module work and are for guidance only until they are confirmed.)	Late Submission Penalties (tick if appropriate)	
	Up to one week late, maximum of 50%	%

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Title

A Literature Review of Determinants of Employee Engagement to Work Performance in Hong Kong

Abstract

The concept of employee engagement (EE) has become a particularly concerned topic to discuss in recent years among those researchers and academic scholars who are studying in the field of organisational behaviour. According to the article of Byrne, Peters and Weston (2016, p. 1202), it roughly estimated that businesses will most likely lose between US\$292 and US\$355 billion annually in their revenues if around 70% of their workforce become disengaged in their organisations. Besides, once employees disengaged, it might lead them increase their intentions to leave their companies for which conservatively costed each company around 50-60% of those employees' annual salary (Shuck, Reio Jr. and Rocco, 2011). Over the past 30 years, research on the topic of employee engagement, including its antecedents as well as consequences, were rich and extensive. The purpose of this literature review is to study those related to organisational policies and leadership style affecting on employee engagement to work performance and more specifically, it will focus on the effects from Family-Friendly Programme or Work-Life Balance Policies and Transformational Leadership style on employee engagement to work performance. By studying and reviewing 20 selected research papers, it is expected that it can identify the research gap on how Family-Friendly Programme or Work-Life Balance Policies influences work performance through employee engagement in Hong Kong. Besides, it can also identify how Transformational Leadership style moderates the above-mentioned effect. Through the implications generated from this literature review, it is believed that it can provide a solid knowledge base for understanding the concept of Employee Engagement, Family-Friendly Programme or Work-Life Balance Policies and Transformational Leadership style, as well as the relationships between each other on the impact of work performance, and hence, inspire and provide some guidance and advices to HRM, entrepreneurs, business decision-makers and other relevant stakeholders how to increase the engagement level of their employees in order to improve their work performances in the situation of Hong Kong by studying the above-mentioned research gap.

Brief Introduction

The concept of employee engagement (EE) has become a hot topic to discuss in these three decades among those researchers and academic scholars who are studying in the field of organisational behaviour. According to Kahn's definition, personal engagement was defined as "the harnessing of organisation members' selves to their work roles" with further explained that "in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn, 1990, p. 694). Anitha further defined employee engagement as "the level of commitment and involvement an employee has towards their organisation and its values" (Anitha, 2014, p. 308). According to the article of Byrne, Peters and Weston (2016, p. 1202), it roughly estimated that businesses will most likely lose between US\$292 and US\$355 billion annually in their revenues if around 70% of their workforce become disengaged in their organisations. Based on the online article of Robins (2017), it also reported that only 33% employee in the USA were engaged in 2016 while employee disengagement solely costs USA alone over 500 billion annually. It was because once employees disengaged, it might lead them increase their intentions to leave their companies for which conservatively costed each company around 50-60% of those employees' annual salary (Shuck, Reio Jr. and Rocco, 2011). On the other hand, once employees engaged at their work, it could bring a lot of benefits to the organisations such as increasing employees' satisfaction, retention and productivity (Gruber, 2013; Robins, 2017 and Wickham, 2018). Besides, it could also lead lower turnover of employees which should be considered as one of the huge benefits for the organisations since hiring new staff was expensive and time consuming in the sense that it costed 33% of the salaries when replacing them (Armstrong, 2018 and Robins, 2017). In other words, engaged employees could help the organisations to save a large part of human resources and administrative cost. Furthermore, when employees engaged, it could also decrease their absenteeism and increase their loyalties to the organisations (Robins, 2017 and Wickham, 2018). Extending from the human resources management perspective to other functional management perspectives as well as organisation as a whole, engaged employees also led better health and home life themselves which promoted higher sense of safety in production, better quality of products and customer services provided into the market and hence, allowed organisations to enjoy those benefits from higher sales and profitability which eventually reflected on higher stock price and earning per share (EPS) of the organisations (Robins, 2017 and Wickham, 2018).

Because of all these foreseeable great impacts, either on financial or structural, brought into the organisations, researches and academic articles studied the relationships and associations between those antecedents of employee engagement (e.g. Leadership, Organisational Policies, Perceived

Organisational Support, Job Characteristics, Working Environment, Team & Co-worker Relationship, Compensation, etc.) and consequences (Work Performance, Job Satisfaction, Organisational Commitment, Retention, Intention to Quit, Motivation, Organisational Citizenship Behaviour, etc.) have been conducted for these three decades in order to illustrate the importance of employee engagement on job performance of the employees as well as the organisational performance as a whole. Particularly, more and more research were prepared in these 10 to 15 years to focus on the scopes of how leadership style and organisational policies affecting employee engagement on work performance owing to the introduction, development and positive effects of Family-Friendly Programme or Work-Life Balance Policies and Transformational Leadership bringing on employee engagement as well as work performance. However, not much of them focused on the business situation of Hong Kong. As such, by studying and reviewing 20 selected research papers, this literature review tries to study those relationships between organisational policies (e.g. Family-Friendly Programme or Work-Life Balance Policies) and leadership style (e.g. Transformational Leadership style) affecting on employee engagement to work performance. Besides, it also tries to identify how Transformational Leadership style moderates the above-mentioned effect. After setting up the model, it is expected that it will be used and further applied to the particular situation of Hong Kong. Through the implications generated, it is believed that this study can finally inspire and provide some guidance and advices to HRM, entrepreneurs, business decision-makers and other relevant stakeholders how to increase the engagement level of their employees in order to improve their work performances in the situation of Hong Kong by studying the above-mentioned research gap.

Literature Review of 20 Articles

Definition of Employee Engagement

According to Kahn's definition, personal engagement was defined as "the harnessing of organisation members' selves to their work roles" with further explained that "in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn, 1990, p. 694). Anitha also defined employee engagement as "the level of commitment and involvement an employee has towards their organisation and its values" (Anitha, 2014, p. 308). Riding on what Kahn's mentioned above, Saks also interpreted "engagement means to be psychologically present when occupying and performing an organisational role" (Saks, 2006, p. 601).

Antecedents and Consequences of Employee Engagement

Kahn's Personal Engagement Model

Through the inductive process and analysis, Kahn was the first scholar to define the concept of "Engagement" and built a foundational framework to illustrate three psychological conditions and their individual and contextual sources of engagement for future research study. Based on the model of Kahn (1990, pp. 703-717), there were three psychological conditions determined whether a person was being engaged to the organisation: Psychological Meaningfulness, Psychological Safety and Psychological Availability.

Psychological Meaningfulness referred to work elements which encouraged or discouraged a person to engage and was a feeling a person received on his or her investment return in terms of physical, cognitive or emotional energy. People tended to feel meaningfulness when they felt they were useful and valuable in their positions if they were capable to give something to others as well as capable to receive during their work. There were three factors affecting Psychological Meaningfulness: Task Characteristics, Role Characteristics and Work Interactions.

Psychological Safety referred to the feeling a person received when he or she didn't feel fears from the negative impact on his or her self-image, status, position or career. People tended to feel safe if they were in the trust environments which were clear enough, predictable and consistent. There were four factors affecting Psychological Safety: Interpersonal Relationships, Group and Intergroup Dynamics, Management Style and Process and Organisational Norms.

Psychological Availability referred to the feeling a person had on his or her physical, emotional and psychological resources for engaging to the work as well as organisation and in short, it referred to the measurement of how people were ready for the engagement. Based on the study of Kahn, there were four factors affecting Psychological Availability: Physical Energy, Emotional Energy, Insecurity and Outside Life.

Saks' Employee Engagement Model

Besides Kahn's Personal Engagement Model, Saks also looked at those factors affecting employee engagement in more precise perspective by applying Social Exchange Theory (SET) and hence, developed his own model accordingly. Based on the model of Saks (2006, pp. 604-606), there were totally six factors affecting employee engagement: Job Characteristics, Perceived Organisational Support, Perceived Supervisor Support, Rewards and Recognition, Procedural Justice and

Distributive Justice while there were four consequences being affected by employee engagement: Job Satisfaction, Organisational Commitment, Intention to Quit and Organisational Citizenship Behaviour (OCB).

Job or Task Characteristics mentioned that people tend to be more engaged at their work when the work contents were challenging with variety, allowed them to apply or learn different skills, as well as provided them the chance to make significant contribution to the organisation.

Perceived Organisational and Supervisor Support referred to situation when people were free to try without fear of negative consequences since they could receive care, trust, as well as supportive and constructive criticisms from organisation (named as POS) and direct supervisors (named as PSS) and it claimed that people tended to more engage to the organisation and supervisors if they could receive more support from both parties in return.

Rewards and Recognition referred to benefit perceptions that people could gain from their roles and it claimed that if those rewards and recognitions could align with the perceptions people thought about from their roles and paid directly by the organisation, then they tended to have higher engagement to the organisation.

Procedural Justice and Distributive Justice referred to whether people in the organisation felt the rewards distribution and the procedures applied to allocate those rewards were predictable and consistent. This was the concept of fairness relating to how to distribute the rewards to the people involved and higher perceptions of justice generally led higher levels of engagement.

Results from the article of Saks indicated that POS influenced both job and organisation engagement, Job or Task Characteristics influenced job engagement, Procedural Justice and Distributive Justice influenced organisation engagement, and job and organisation engagement mediated the relationships between those antecedents and consequences mentioned above (Saks, 2006, pp. 609-613)

Rich, Lepine & Crawford's Employee Engagement Model

Riding on the model of Kahn, Rich, Lepine and Crawford also developed their own model of employee engagement in order to have a much more comprehensive explanation about the relationships with performance. According to the article, three psychological conditions illustrated by Kahn could be redefined as three different antecedents of employee engagement including Value Congruence (based on Psychological Meaningfulness), Perceived Organisational Support (based on Psychological Safety) and Core Self-evaluation (based on Psychological Availability). Value

Congruence referred to whether the expectation of organisations about employees was matching with those of employees thinking about themselves so that employees could feel their worthwhile, useful and valuable in their work roles (Rich, Lepine and Crawford, 2010, p. 621). Perceived Organisational Support (POS) referred to whether employees feeling trustworthy, secure, predictable and clear for their behavioural consequences because of the supports from organisations (Rich, Lepine and Crawford, 2010, p. 621). Core Self-evaluation referred to whether employee evaluating themselves in order to increase their confidences on their abilities, status and self-consciousness in their work roles (Rich, Lepine and Crawford, 2010, p. 622).

For the consequences of employee engagement, the article illustrated two concepts to study: Task Performance and Organisational Citizenship Behaviour (OCB). Task Performance, by definition, referred to “those activities that are directly involved in the accomplishment of core job tasks, or activities that directly support the accomplishment of tasks involved in an organisation’s technical core” (Rich, Lepine and Crawford, 2010, p. 620). OCB referred to those behaviours of employees which could bring contribution to the organisations by cultivating a social and psychological environment related to the accomplishment of core work (Rich, Lepine and Crawford, 2010, p. 620).

Based on this, the model was built to identify the relationships between the above-mentioned three antecedents and two consequences when mediating by employee engagement. Results from the article reflected that the mediating effect of employee engagement between three antecedents and two consequences was sustainably reliable and valid.

Anitha’s Employee Engagement Model

Anitha concluded and consolidated both models from Kahn’s and Saks’ models and developed her own one. Based on the model of Anitha (2014, pp. 310-313), there were seven factors affecting employee engagement, which mainly inspired by those six factors from Saks’ model, and each of them could refer to those three psychological factors of Kahn’s model: Work Environment, Leadership, Team and Co-worker Relationship, Training and Career Development, Compensation or Remuneration, Organisational Policies and Procedures and Workplace Wellbeing.

Based on the study of Anitha, Working Environment not only referred to physical conditions but also referred to psychological feeling of employees about the feedbacks from others, communication encouragement, new skill set development, etc. (Anitha, 2014, p. 311). Leadership referred to the effectiveness of leadership as well as its corresponding style like the degree of transparency, balance information processing, internal moral standard setup and sustainability, etc. (Anitha, 2014, p. 311).

Team and Co-worker Relationship referred to the degree of trusty, open and supportive team environment (encouraging members to try something new without fear of failure) and maintenance of interpersonal relationships which both contributed important influence on Psychological Meaningfulness of Kahn's model (Anitha, 2014, p. 311). Training and Career Development referred to the performance improvement and growth of employees, as well as their development plans by providing them suitable training opportunities (Anitha, 2014, p. 312). Compensation or Remuneration not only referred to financial and non-financial means, but also referred to some psychological feeling of employees like recognitions from the organisation for their contributions (Anitha, 2014, p. 312). Organisational Policies and Procedures referred to the fairness and the flexibility of work arrangements in order to balance employees' work and personal life (Anitha, 2014, p. 312). Finally, Workplace Wellbeing referred to perceived support of the organisation from senior management for employees' interests (Anitha, 2014, pp. 312-313).

It was crystal clear that the aspired and supportive working environment with both physical and emotionally safe, which encouraged people to emotionally communicate with each other, with the opportunity to learn openly and train up and develop people themselves, as well as with clear, consistent, predictable and transparency policies and procedures in compensation and remuneration would definitely promote higher engagement level of employees. This could increase the morale of the employees and hence, boost up the productivity of work assigned as well as improve the performance of jobs. Results from the article of Anitha further confirmed that Working Environment and Team and Co-worker Relationship predicted and showed most impacts on employee engagement while Leadership, Organisational Policies, Workplace Wellbeing and Compensation also predicted and showed as those second most impactful factors affecting employee engagement. Synthesising further, Leadership, Working Environment, Team and Co-worker Relationship and Workplace Wellbeing could be referred to the concept of Transformational Leadership while Organisational Policies could be further redefined and more specifically referred to Family-Friendly Programme or Work-Life Balance Policies which both are hot topics and worth to study in these 10 to 15 years in the field of organisational behaviour.

Contents, Initiatives and Consequences of Family-Friendly Programme or Work-Life Balance Policies

Contents and Initiatives of Family-Friendly Programme or Work-Life Balance Policies for Human Resources Perspective

The concept of Family-Friendly Programme or Work-Life Balance Policies has become more and more important related to employee engagement issue in these 10 years and the trend of its implementation is one of the controversial topic in the field of organisational behaviour study.

According to the article of Osoian, Lazar and Ratiu (2007), the initiatives of work-life balance policies included Flexi Time, Telecommuting, Compressed Work Weeks, Part-Time Work and Job Sharing which all could benefit the employees as well as organisations because of cost reducing, enhancing organisational image, retention of desirable employees, increasing productivity as well as improving employee performance (Osoian, Lazar and Ratiu, 2007, pp. 334-336). Flexi Time allowed employees to decide by themselves the start and finish time of their work, giving that it could fulfil the number of hours set for working, while Telecommuting allowed employees to do some of their regular work at home instead of coming back to office based on their personal and family needs (Osoian, Lazar and Ratiu, 2007, p. 334). Compressed Work Weeks allowed employees to arrange their work with longer shifts in order to exchange for a reduction of working days needed, while Job Sharing allowed employees to jointly fill one full time job with shared responsibilities and working time (Osoian, Lazar and Ratiu, 2007, p. 335). All these could help to promote a positive climate of flexible working format which could improve both individual as well as organisational performance.

Based on the article of Richman et al. (2008), it identified the contents of Work-Life Policies in terms of Supportive Work-Life Balance, Perceived Flexibility and Work Hours and tried to study their effects on Expected Retention when mediating by Employee Engagement (Richman et al., 2008). By applying Person-Environment Fit Theory as base, which mentioned about any flexibility may lead better fit of employees in their work as well as their personal life if it could increase their resources and abilities to meet the requirements of the roles, the testing model to show the relationships of these three contents of Work-Life Policies, Employee Engagement and Expected Retention was developed. The findings reflected in the article that Perceived Flexibility and Supportive Work-Life Balance Policies had much more impacts on Employee Engagement than Expected Retention and the hypothesis of Employee Engagement positively mediating the relationships between Perceived Flexibility, Supportive Work-Life Balance Policies and Expected Retention was sustainable and

justified (Richman et al., 2008, pp. 190-195). It also summarised that Workplace Flexibility could lead higher Employee Engagement which may lead longer job tenure.

Riding on the article of Osoian, Lazar and Ratiu published in 2007, same group of scholars further enhanced their findings by applying them into the concept of Strategic Human Resources Management (Lazar, Osoian and Ratiu, 2010, pp. 201-213). By using the Strategic Human Resources Management Model, the article tried to see whether work-life balance policies including those previously identified contents like Flexi Time, Telecommuting, Compressed Work Weeks, Part-Time Work and Job Sharing could be used and considered as one of the Strategic Human Resources Management Decisions in order to improve the individual as well as organisational performance. By reviewing number of studies, it showed that implementing work-life balance policies as one of the Strategic Human Resources Management Decisions not only could benefit to employees themselves, but also could benefit to families, too (Lazar, Osoian and Ratiu, 2010, pp. 205-207).

Based on the article of Nabergoj and Pahor (2015), it further extended and summarised the contents of family-friendly practices normally implemented in European countries into eight groups including Working Time, Organisation of Work, Workplace Arrangements, Information and Communication, Leadership Skills, Human Resources Development, Compensation and Rewards, and Services for Families (Nabergoj and Pahor, 2015, p. 358). Working Time referred to various flexible time arrangements of work, while Organisation of Work referred to work-life balance supports from teams, departments as well as organisations. Workplace Arrangement referred to those arrangements of remote and telecommuting work with financial and technical supports, while Information and Communication referred to the general education programmes of work-life balance. Leadership Skills referred to training programmes provided for leaders in the subject of work-life balance, while Human Resources Development referred to the application of family-friendly concept into the human resources decisions and policies. Compensation and Rewards referred to additional and fringe benefits offered to employees from organisations based on family and personal development supports, while Services for Families referred to physical facilities and office arrangements provided by organisations for employees in order to help employees to solve and handle their own family issues (Nabergoj and Pahor, 2015, p. 358). By identifying and building the model based on all these contents, the study tried to test the relationships between family-friendly practices in terms of organisational level and their corresponding effects, as well as their perceived improvement in terms of organisational outcomes. The findings indicated that family-friendly practices including Workplace Arrangement, Information and Communication, and Services for Families promoted greatest impacts on Perceived Positive Effects for organisations while all the contents of the family-friendly practices

promoted a positive perceived improvement for the organisations (Nabergoj and Pahor, 2015, pp. 364-366).

The above-mentioned four articles clearly identified the initiatives and contents of Work-Life Balance or Family-Friendly Policies and showed their corresponding effects on Human Resources Management perspective such that future studies could be further extended to other business function perspectives as well as escalated to the organisational level.

Consequences of Family-Friendly Programme or Work-Life Balance Policies

The article of Ronda, Ollo-Lopez and Goni-Legaz (2016) tried to study the relationship between Family-Friendly Practices and High-Performance Work Practices for the proposed consequence, Work-Family Balance. It also tried to examine the mediating effects of Job Satisfaction and Working Hour between these three concepts, too. In the articles, Family-Friendly Practices was further divided into three subset of practices including Family Support Practices, Flexible Work Practices and Parental Leave Practices while for High-Performance Work Practices, it further focused on three core practices including Job Rotation, Job Autonomy and Autonomous Teams (Ronda, Ollo-Lopez and Goni-Legaz, 2016, p. 10). For Work-Family Balance, it was further classified and basically contained three components including Time Balance, Involvement Balance (equitable in terms of psychological needs) and Satisfaction Balance (equitable obtained both from work and family responsibilities). By applying the Social Exchange Theory (SET), a model was built for testing and the findings indicated that Family-Friendly Practices and High-Performance Practices promoted Work-Family Balance. Besides, Job Satisfaction increase Work-Family Balance while Working Hour reduce it (Ronda, Ollo-Lopez and Goni-Legaz, 2016, pp. 14-17).

Based on the article of Rofcanin, Las Heras and Bakker (2017), it tried to assess the associations between Family Supportive Supervisor Behaviours Perceived by Subordinates (FSSBs), Subordinate Work Engagement and Supervisor-rated Work Performance. Besides, it also tried to examine the moderating effect of Family-Supportive Organisational Culture as a contextual variable affecting the above-mentioned relationships. Hypotheses built up in the article was based on the Social Information Processing Theory (SIP) which used to explain the system through which the information every person perceived in his or her immediate work setting was linked to his or her own attitudes as well as behaviours. In other words, some social environments relating to employees' immediate work settings like organisational culture, interpersonal relations, etc. did affect the behaviours and the attitudes of employees (Rofcanin, Las Heras and Bakker, 2017, p. 208). By setting up the model

according to this theory, it was tested in the article and found that Family Supportive Supervisor Behaviours (FSSBs) affected Work Performance when it was mediating by Work Engagement. Furthermore, there was positive association between FSSBs and Work Engagement when it was moderating by Family-Supportive Organisational Culture. These two findings illustrated a very important implication that flexible work arrangements especially family supportive work policies was playing a significant role to increase employee engagement and work performance (Rofcanin, Las Heras and Bakker, 2017, pp. 211-212).

Family-Friendly Programme or Work-Life Balance Policies in Hong Kong

There was not much formal research conducted for the situation of Hong Kong regarding Family-Friendly Programme or Work-Life Balance Policies. One of the significant one was the research conducted by Siu and Phillips from Lingnan University in 2006 which was commissioned by the Equal Opportunities Commission and the Woman's Commission. In the research, a survey questionnaire was sent to both employers and employees in order to gather both sides of data. One of the results showed in the research was that Hong Kong was at the very beginning stage in the development and implementation of family-friendly concept in the workplace at that moment (Siu and Phillips, 2006, p. 3). From the point of view of employers, the top five benefits after implementing family-friendly programme were reputation gained, morale improvement, increasing ability to attract high-performing and experienced employees, working relationship enhancement and reducing turnover (Siu and Phillips, 2006, p. 5). From the point of view of employees, the top five benefits gained from family-friendly programme were increasing commitment to the organisations, morale improvement, increasing happiness, enhancing relationship between colleagues and decreasing burn-out (Siu and Phillips, 2006, p. 7). It also reflected that the top five most wanted contents of Family-Friendly Programme were Flexible Work (flexi-time), Compressed Work Hours Schedule, Home-based Work, Family Care Leave and Paternity Leave (Siu and Phillips, 2006, p. 7). The results revealed that organisational climate such as employees' perception of company's and superiors' support of Family-Friendly Programme, as well as communication and recognition would increase job satisfaction, promote work-life balance, lower turnover intention and perceived work stress, lead less physical or psychological symptoms and rise family satisfaction (Siu and Phillips, 2006, p. 10).

By summarising 7 articles relating to Family-Friendly Programme or Work-Life Balance Policies, it can conclude that no matter what the contents of the programmes and policies included, Family-

Friendly Programme or Work-Life Balance Policies implementing and supporting by organisations is proved to have positive impact on Employee Engagement as well as Work Performance.

Contents and Consequences of Transformational Leadership

The concept of Transformational Leadership was first introduced in 1985 by Bass in his published article titled “Leadership and Performance Beyond Expectation” which was actually developed based on another leadership concept, Transactional Leadership. Based on the article of Bass and Avolio (1993), it provided a framework for examining organisational culture associated with Transformational Leadership. It also significantly further defined the concept of Transformational Leadership and suggested that Transformational Leadership Culture should be promoted and cultivated more in order to have more effective organisational and individual performance (Bass and Avolio, 1993, pp. 112-121).

Based on the article of Bass et al. (2003), it tried to study the predictive relationship of Transformational and Transactional Leadership to performance. Besides, it was also a critical article to further identify four components of Transformational Leadership: Idealised Influence, Inspirational Motivation, Intellectual Stimulation and Individualised Consideration (Bass et al., 2003, p. 208). By definition in the article, Idealised Influence referred to those leaders who were admired and could earn respects and trusts from their followers who also wanted to emulate from their leaders in return. Leaders should consider their followers’ needs over their own ones, share risks with their followers and be consistent about their acts with underlying ethics, principles and values in order to earn credit from their followers (Bass et al., 2003, p. 208). Inspirational Motivation referred to those leaders who motivated their followers by sharing the meaning and providing challenge to the work of their followers. By encouraging their followers to imagine about future states could be, it was expected that followers could finally imagine for themselves. As such, Inspirational Motivation could cultivate individual and team spirit as well as increase the enthusiasm and optimism of the organisation (Bass et al., 2003, p. 208). Intellectual Stimulation referred to those leaders who stimulated the innovation and creativity of their followers by questioning assumptions, reframing problems and approaching old circumstances in new ways. Any new and creative solutions to particular problems were gathered by the followers who were involved in the process of problem identification and solution finding (Bass et al., 2003, p. 208). Individualised Consideration referred to those leaders who paid attention to the need for achievement and growth of each follower by playing the role as their coaches or mentors. Leaders were expected to address different needs and desires of their followers and create

their followers some new learning chance with supportive organisational climate such that their followers could grow in that environment (Bass et al., 2003, p. 208). Findings from the article indicated that Transformational Leadership could positively predict the performance which was a critical implication for any future studies on the topic of Transformational Leadership.

Based on the article of Kovjanic et al. (2012), it tried to review whether the status of Satisfaction of Followers' Basic Needs in terms of Autonomy, Competence and Relatedness could mediate the relationship between Transformational Leadership and Employee Outcome in terms of Job Satisfaction, Self-efficacy and Commitment to the Leader (Kovjanic et al., 2012, p. 1031). In the article, the Self-determination Theory (SDT) was applied which was actually a motivational framework that individuals "possess an innate desire" for personal growth and they could feel satisfaction if their three essential and fundamental needs could be fulfilled: Need for Autonomy, Need for Competence and Need for Relatedness (Kovjanic et al., 2012, p. 1033). Besides, the Theory of Leadership Effectiveness was also applied which was the model proposed that transformational leaders held intensive impact on their followers' self-concepts and so they should interpret this into desirable employee attitudes and behaviours for their followers (Kovjanic et al., 2012, p. 1033). By applying these two theories, the article tried to investigate what the relationship between Transformational Leadership and Employee Outcome under the situation when these two theories were sustained. Findings from the article indicated that the Need of Competence mediating the relationship between Transformational Leadership and Self-efficacy while the Need of Relatedness mediating the relationship between Transformational Leadership and Commitment to Leader (Kovjanic et al., 2012, pp. 1046-1047). The article also finally concluded that Need Fulfilment was a central mechanism of Transformational Leadership which was a critical point of view for any future studies on this topic.

The article of Nasomboon (2014) was the first study to examine the Leadership Commitment and its effects on Employee Engagement and Organisational Performance. Besides, it also tried to study the effect when it was mediating by Employers Branding, Strategic Alignment, Organisational Agility and Human Resources Practices. Findings for the article indicated that Leadership Commitment had direct impact on Organisational Performance and Employee Engagement while the intervening effects of all these above-mentioned mediators were sustained (Nasomboon, 2014, pp. 86-87). These two results implied that increasing behaviours of leaders, who committing and working for organisations' successes as target, as well as focusing on goal achievement and success of organisational change, would affect the organisational value and engagement level of employees.

Riding on Bass's Transformational Leadership Model and Transactional Leadership Model in 1985, the article of Breevaart et al. (2014) tried to examine the impacts of Transformational Leadership and Transactional Leadership on Employee Engagement. It also tried to examine the effect when the situation was mediating by two working environment including Autonomy and Social Support. Findings from the article indicated that Transformational Leadership and the component of Transactional Leadership, Contingent Reward, would increase the engagement level of employees and the effects would be enlarged when they were mediating by the favourable working environment, Autonomy and Social Support (Breevaart et al., 2014, pp. 149-150). These findings fostered the implication that Transformational Leadership and its components was positively related and had significant impact on Employee Engagement.

Based on the article of Salau et al. (2018), it tried to study the relationship between Transformational Leadership attributes and Employee Engagement in a specific subject area, Fast Moving Consumer Goods (FMCGs) industry. Furthermore, it also tried to study the effects when it was moderating by Job Satisfaction of employees. By applying original version of Bass's Transformational Leadership Model with five components, the article examined the effect of every component of Transformational Leadership on Employee Engagement in the above-mentioned situation with that specific subject area. Findings from the article indicated that two components of Transformational Leadership, Intellectual Stimulation and Attributed Charisma would increase the engagement level of employee when employees satisfied with their jobs in FMCGs firms (Salau et al., 2018, pp. 2333-2334). These findings gave certain kinds of direction for transformational leaders when they wanted to increase the engagement level of their followers through their leading decision makings in FMCGs industry.

Based on the article of Chin, Lok and Kong (2019), it tried to simply examine how Transformational Leadership affect Employee Engagement. By developing their own framework, it was tested and revealed that Transformational Leadership did encourage and increase the engagement level of employees (Chin, Lok and Kong, 2019, pp. 94-95). This finding also helped in direction of managerial training and resource allocation focus with the intention to increase the engagement level of their employees in order to promote the organisational images for attracting competent applications into the organisations.

Based on the article of Suryanto et al. (2019), it tried to study the effect of Work-Life Balance and Transformation Leadership on Job Satisfaction. Besides, it also tried to examine the above-mentioned effect when it was mediating by Employee Engagement. Findings from the article identified that Work-Life Balance affected Job Satisfaction when it was mediating by Employee Engagement while Transformational Leadership affect Job Satisfaction when it was mediating by Employee Engagement

in both direct and indirect ways (Suryanto et al., 2019, pp. 314-315). These two findings further confirmed the relationship directions among Work-Life Balance, Transformational Leadership, Employee Engagement and Job Satisfaction which was a critical implication for any future studies on the topics of Employee Engagement, Transformational Leadership and Work-Life Balance.

Moderating Effect of Transformational Leadership

Instead of studying the contents and consequences of Transformational Leadership, the article of Wang and Walumbwa (2007) tried to investigate the moderating impact of Transformational Leadership on Family-Friendly Programme to Organisational Commitment and Work Withdrawal. In the article, Family-Friendly Programme was defined and classified into four components: Flexible Work Scheduling, Childcare Assistance, Flexible Work Arrangement and Elder Care Assistance. By applying Social Exchange Theory (SET) which posited that “unspecified obligations based on trust will lead to gestures of goodwill being reciprocated at some point in the future” (Wang and Walumbwa, 2007, p. 402), the article extended this theory further into the topic of Family-Friendly Programme and suggested that when organisations provided benefits to their employees through their family-friendly policies which were not mandated by law or regulations, reciprocity from employees to the organisations should be sustained (Wang and Walumbwa, 2007, p. 403). Findings from the article indicated that there were moderating effects of Transformation Leadership between Work Flexibility Benefits as well as another specific component of Family-Friendly Programme, Childcare Assistance, and Organisational Commitment and Work Withdrawal (Wang and Walumbwa, 2007, pp. 420-421). These two findings further confirmed the effect and the role of Transformational Leadership on Family-Friendly Programme as well as Organisational Commitment from employees to organisations.

By summarising 9 articles relating to Transformational Leadership, it can conclude that execution and demonstration of Transformational Leadership is proved to have positive impacts, either in direct, indirect or moderating way, on Employee Engagement as well as Work Performance.

Research Gap Identification and Model Building

The above-mentioned 20 articles showed the relationships between Employee Engagement, Family-Friendly Programme or Work-Life Balance Policies and Transformational Leadership. Table 1 (Appendix 1) and Table 2 (Appendix 2) have briefly summarised the study purposes and focuses, as well as findings of these 20 articles, respectively. By synthesising these 20 articles, it can develop a research model as Figure 1 (Appendix 3) which has been tested and reliably justified, part by part, in these 10 to 15 years in the field of organisational behaviours studies. However, as mentioned before, there was not much formal research conducted for the situation of Hong Kong regarding the relationships between Employee Engagement, Family-Friendly Programme or Work-Life Balance Policies and Transformational Leadership. Because of this, this new proposed model can be used and tested in the particular situation of Hong Kong as the research context to see whether the justified relationships and impacts between Employee Engagement, Family-Friendly Programme or Work-Life Balance Policies and Transformational Leadership can be reliably sustained.

Furthermore, in Hong Kong, the family-friendly programme is called Family-Friendly Employment Practices Policies (FEPPs) in which there are three categories including Grant Special Leave to Meet Employee's Family Needs, Flexible Work Arrangement and Provide Living and Family Support (Labour Department, 2009, p. 4). Since the contents of family-friendly programme implementing in Hong Kong are different from those in other countries like in USA or in some other developed European countries, the contents of Family-Friendly Programme or Work-Life Balance Policies in this model are also needed to redefine in order to fit to Hong Kong situation and hence, it may discover different findings finally in comparing with those established in above-mentioned articles.

As such, the direction of study can be summarised as following survey questions:

- 1) Whether there is any statistically significant impact of FEPPs on Employee Engagement in Hong Kong?
- 2) Whether there is any statistically significant impact of Employee Engagement on Work Performance in Hong Kong?
- 3) Whether there is any statistically direct impact of FEPPs on Work Performance in Hong Kong?
- 4) Whether there is any statistically direct impact of Transformational Leadership on Work Performance in Hong Kong?
- 5) Whether Transformational Leadership moderates the relationship between FEPPs and Employee Engagement in Hong Kong?

Discussion on a Chosen Article

The article chosen for discussion is the topic relating to Employee Engagement which is one of 20 articles discussed in the *Literature Review of 20 Articles* section in this paper. The author of the article is Dr. Anitha J. who is an Associate Professor in GRS School of Management Studies, Coimbatore of India specialised in Human Resource Management. As mentioned before, this article concluded and consolidated both models from Kahn's and Saks' models and developed its own one for statistically testing. Based on the model of Anitha (2014, pp. 310-313), there were seven factors affecting employee engagement, which mainly inspired by those six factors from Saks' model, and each of them could refer to those three psychological factors of Kahn's model: Work Environment, Leadership, Team and Co-worker Relationship, Training and Career Development, Compensation or Remuneration, Organisational Policies and Procedures and Workplace Wellbeing. Results from the article confirmed that Working Environment and Team and Co-worker Relationship predicted and showed most impacts on employee engagement while Leadership, Organisational Policies, Workplace Wellbeing and Compensation also predicted and showed as those second most impactful factors affecting employee engagement. This article can be discussed and justified according to its structure as below:

Title and Abstract

The title of this article was "Determinants of Employee Engagement and their Impact on Employee Performance". With only ten words, it clearly presented what the article studying about. It also well defined the manageable topic (Employee Engagement) as well as the context for developing and aligning to the research questions (consolidated the impact of those discussed factors of Employee Engagement into one research question and corresponding set up one hypothesis for testing while also set up another one for Employee Engagement to its consequence, Employee Performance). However, it is suggested that it can use a few more words like "investigate", "effect of findings" or "experiment on", etc. to show more about the flow of relationship and direction between each concepts in order to let those readers know about the influence direction between variables.

In the Abstract section, it included a brief introduction about the purpose, methodology, findings, practical and social implications of the article. For the purpose of the article, it identified straight forward and clearly about the determinants of employee engagement and their predictabilities on employee performance. For the methodology of the article, it briefly described how the causal study was prepared in terms of research method, sampling method, response rate and what kinds of analysis

were used to predict and estimate the relationships between each construct. For the findings of the article, it disclosed the reliability and validity of the results and highlighted those most important ones and those impactful factors in order to let the readers focus more easily. For the practical and social implications of the article, it based on the results and suggested that organisations should pay their focuses on the most impactful variables when formulating policies and programmes relating to employees for organisational and social impacts.

After all, it is considered that the Abstract section of the article is well-organised and presented clearly and logically to draw the readers' attentions and address their interests for the study.

Introduction

In the Introduction section, the concept of the Employee Engagement was firstly defined clearly at the beginning of this section and stated as the first sentence in the paragraph as "...the level of commitment and involvement an employee has towards their organisation and its values" (Anitha, 2013, p. 308). After that, the functions and benefits when employees being engaged were shown and discussed such as for achievement of organisational goals, for maintaining positive emotions an attitude connecting to work, for employees more willing to go beyond their duty calls for excellence, etc. Then, the originality of the definition of Engagement (Kahn's engagement model) was identified as the ground theory in order to develop its own one. In order to align the topic with employee performance, the article then briefly defined the concept of Performance and described how Employee Engagement could foster high level of employee performance. At the end of this section, the article restated the purpose of the study and how the data would be collected for analysis.

After all, it is considered that the Introduction section of the article is well and logically presented and briefly mention about why the study is needed and how the study will be conducted and tested. However, it missed two very important parts: the description of research gap and how those above-mentioned can be linked and reached the gap, as well as the contributions of the article both for practical and social impacts. Missing these two parts leads the whole section of Introduction incomplete and insufficient to provide a solid forward path to lead the readers to main body of the article.

Literature Review

In the Literature Review section, first of all, it stated clearly the function of Employee Engagement and how importance of Human Resources and the concept of “People” in any organisations like “...strive to gain competitive advantage over the others” and “People...is considered the most valuable asset if managed and engaged properly” (Anitha, 2013, p. 309). After that, the Kahn’s engagement model was presented as a ground theory and other scholars’ definitions of Employee Engagement and research reports from different professional parties were also described in order to build up its own a solid definition of Employee Engagement. After the overall description about the concept of Employee Engagement, the article started clearly stating each determinant (totally seven determinants), one by one in each new individual paragraph, for its definition, contents and functions on Employee Engagement supported by previous studies and literatures from other scholars to let readers understand the relationships for the models. In final paragraph, the article linked up all these determinants and the concept of Employee Engagement with the function of Employee Performance to finalise the testing model in order to address the research gap of the study. From the technique perspective, direct quoting, synthesising, paraphrasing and summarising techniques were used in the article to identify and build up the model of the paper in order to show their relationships which were worth to study.

After all, it is considered that the structure of the section is well-organised and the classification of the information in this section is adequate and in clearly focus. Besides, the logic flow of concepts and ideas is well-presented and sustainable from the beginning of the section to the end. As such, the construction of the research model relating to the concept of Employee Engagement and its determinants to identify the gap is with complete reasoning and strong convincingness. One minor suggestion for improvement is that it is better to describe the consideration of control variables which may affect the Employee Engagement in the research (e.g. Culture, gender, age, education, etc.) and how they can be handled during the process of research, since it may affect the findings and the interpretation of the results.

Hypotheses Development

In the Hypotheses Development section, the argument was built up by using deductive reasoning approach and the establishment of research gap as well as the development of hypotheses were also based on this. Hence, the article finally concluded two directions to study and correspondingly developed two sets of hypotheses for testing (Anitha, 2013, pp. 313-314):

H01 – There is no impact of the identified factors, workplace wellbeing, compensation programme, team and co-worker relationship, leadership, working environment, policies and procedures, training and career development, on employee engagement

Ha1 – There is a statistically significant impact of the above factors on employee engagement

H02 – There is no statistically significant impact of employee engagement on employee performance

Ha2 – There is a statistically significant impact of employee engagement on employee performance

The article consolidated all determinants when develop Ha1 and H01 hypothesis because of simplicity consideration. At this point, it did explain clearly and the impact of each determinant on employee engagement did also analyse in detail in the Discussion part of the article. It could consider as one of the acceptable methods to handle this arrangement. However, even though with the explanation, but it may still be better to summarise some similar determinants into one (or even include less) in order to show more clearly about those hypotheses going to be tested and justified. It could also help to state any result and implication more clearly later in the paper.

Methodology

Items and Questionnaire Development

Methodology is one of the major problems in this paper. In the Methodology section, the article mentioned that a quantitative research method was applied and hence, a survey questionnaire was designed for the study. However, the part of how to develop the items of questionnaire was missed and didn't mention. Therefore, readers of the article might have some justified questions like whether the items were quoted from existing validated and proved items in other scholars' articles or they were actually self-developed by the author? How many items included in the questionnaire finally with consideration of length of the questionnaire and time needed to fill it? Any approach applied in designing the questionnaire (e.g. Funnel Approach used)?

Since the item development and the design of questionnaire were important for different Criterion-Related Validity (e.g. Predictive Validity, Convergent Validity, Discriminant Validity, etc.) justification, it is highly recommended that this missing part should be included.

Besides, no distribution method of questionnaire and Common Method Bias handling were mentioned in the article. Also, it did not mention when and where the survey was being conducted. In

consideration of increasing the justification level of reliability and validity of the research, it is better to describe all these in the Methodology section of the article, too.

Regarding the response rate of the survey, it indicated that it was only 55%. In order to increase the level of generalisation, it is better to have relatively higher response rate of the research. Technical speaking, the response rate of the research may be capable to increase by redesigning distribution method, by better handling in Research Ethic like research purpose briefing, confidentiality handling, data accessibility explanation or even minor reward providing with reference to conflict of interest consideration.

What's more, similar to the situation in *Literature Review* section, it did not mention about the consideration of control variables which might affect the Employee Engagement in the research (e.g. Culture, gender, age, education, etc.) and how they could be handled during the process of research. As explained, since it may affect the findings and the interpretation of the results, so it is better to state about the arrangement of this, too.

Sampling Method and Size

In the survey, a Simple Random Sampling method was used and employees was selected from middle to lower managerial levels from small-scale organisations registered in Coimbatore District Small Industries Association in India. Besides, 700 questionnaires were considered as sample size for questionnaire distribution. Due to relatively low response rate as mentioned above, it is suggested that other more reliable and effective random sampling methods may need to be used in order to improve the response rate and hence, increase the level of generalisation.

Scale Development

In the part of Scale Development, the article also contained several inadequacies. The first one was about the pilot test. The article did mention that in order to justify the reliability of the questionnaire, the pilot test was conducted with 60 respondents before the main survey and the results showed that all the items were fulfilled the requirement of reliability since the Cronbach Alpha range was from 0.704 to 0.975, respectively (all were greater than 0.7). However, it did not mention about how many items in the questionnaire for the pilot test and how the items were prepared for the justification of validity (e.g. reference, development procedure, etc.). It also did not mention when and where the pilot test was being conducted, too. Again, since all these may affect the findings and the

interpretation of the results in the pilot test, as well as some decision makings for the main survey, so it is better to also state about the arrangement of this, too.

The second inadequate was about the scale being used in the questionnaire. The article did mention the Likert 5-point scale was used but it did not describe about the indication from strongly agree to strongly disagree (i.e. whether 1 or 5 was standing for strongly agree or strongly disagree). In order to avoid any misleading and misunderstanding in the data processing stage of the survey, it is better to state clearly in order to avoid any confusion.

Finally, the article also did not mention how to avoid any “trap of deception” questions in the questionnaire in both pilot test and main survey. It is important to describe and consider how to avoid this kind of questions since it will limit the choices that the respondents allowed to choose from or even mislead the respondents when they were answering the questionnaire.

Data Analysis and Test

In the part of Data Analysis and Test, the article mentioned that a multiple regression test was used and ANOVA and SEM were also used in data analysis and data combination, respectively. The correlation coefficient, r^2 , for 1st hypothesis was 0.672 while for the 2nd one was 0.597, both were considered as good and sufficient to explain the relationship between different variables. For the P-value analysis, information in the article showed that both were less than 0.05 which implied both hypotheses were sustained and their corresponding null hypotheses were rejected accordingly. As such, it could be concluded that there were statistically significant impacts on determinants to employee engagement and employee engagement to employee performance based on the above-mentioned reliability and validity results. The article also showed the prediction level of determinants on Employee Engagement and finally formulated a regression equation for predicting the level of engagement of the employees.

After all, it is considered that the analysis of data based on the results shown in this section were reliable and valid. However, since there were inadequacies in items development, questionnaire design, scale development, response rate and sampling method, so the ‘claimed’ reliability and validity of findings and conclusions were still subject to be justified.

Research Ethic

Apart from Methodology, Research Ethic is another major problem in this article. It was because other than describing about how to handle the issue of Conflict of Interest, no checking or handling practices and corresponding procedures for other ethical issues in the research such as Consents from Respondents (either verbally or in written), Withdrawal from the Survey Anytime by respondents, Purpose of Research Briefing to respondents, Confidentiality Handling (e.g. Anonymity, no name & ID indication, survey return method, etc.), Accessibility of Data (by who), Data Disposal Criteria and Procedure (e.g. Data handling, duration of data kept, ways to destroy data when research completed, etc.) were mentioned in the article.

After all, since the ethic concern in research is critically important criterion for any research to be sustainable and so, it is highly recommended that it should include all of the above-mentioned issues as necessities in survey.

Limitation of the Study

In the article, this part was missed. In order to justify and support the findings of the research conducted, it is suggested to add back this part into the article in order to state clearly about the limitation.

Future Research Direction

In the part of Future Research Direction, the article mentioned that there were three directions that the study could be carried on and developed further in the future: By comparative study of this model with previous models of employee engagement or wider study by expanding the target sample group to study from small-scale organisations to large-scale organisations and MNCs or deeper study by identifying individual effect of each specific individual factors on employee engagement and employee performance.

It is considered that this part is sufficient to indicate the future direction of study so that other researchers who studying same topic of Employee Engagement with different subject area or context can be followed.

Conclusions

The first part of this paper is the literature review on 20 articles about the topics of Employee Engagement, Family-Friendly Programme or Work-Life Balance Policies and Transformational Leadership style. By summarising and synthesising these 20 articles, it is crystal clear that all kinds of Family-Friendly Programme or Work-Life Balance Policies implementing and supporting by organisations, as well as the execution and demonstration of Transformational Leadership are both proved to have positive impacts, either in direct, indirect or moderating way, on Employee Engagement as well as Work Performance. Besides, it can also allow to identify the research gap on how Family-Friendly Programme or Work-Life Balance Policies influences work performance through employee engagement in the situation of Hong Kong, as well as how Transformational Leadership style moderates the above-mentioned effect. Since there was not much formal research conducted for the situation of Hong Kong regarding the relationships between Employee Engagement, Family-Friendly Programme or Work-Life Balance Policies and Transformational Leadership, the new proposed model can be used and tested in Hong Kong as the research context to see whether the justified relationships and impacts between Employee Engagement, Family-Friendly Programme or Work-Life Balance Policies and Transformational Leadership can be reliably sustained. It is believed that the implications generated can inspire and provide some guidance and advices to HRM, entrepreneurs, business decision-makers and other relevant stakeholders how to increase the engagement level of their employees in order to improve their work performances in situation of Hong Kong.

The second part of this paper is the critique of a chosen paper for the topic of Employee Engagement. By reviewing, commenting for any improvement needed and providing some suggestions, it is a good experience to learn how to prepare a dissertation with solid knowledgeable background, strong and logical convinced reasoning, good and considerably methodology and research design, as well as well-consideration of research ethic perspective.

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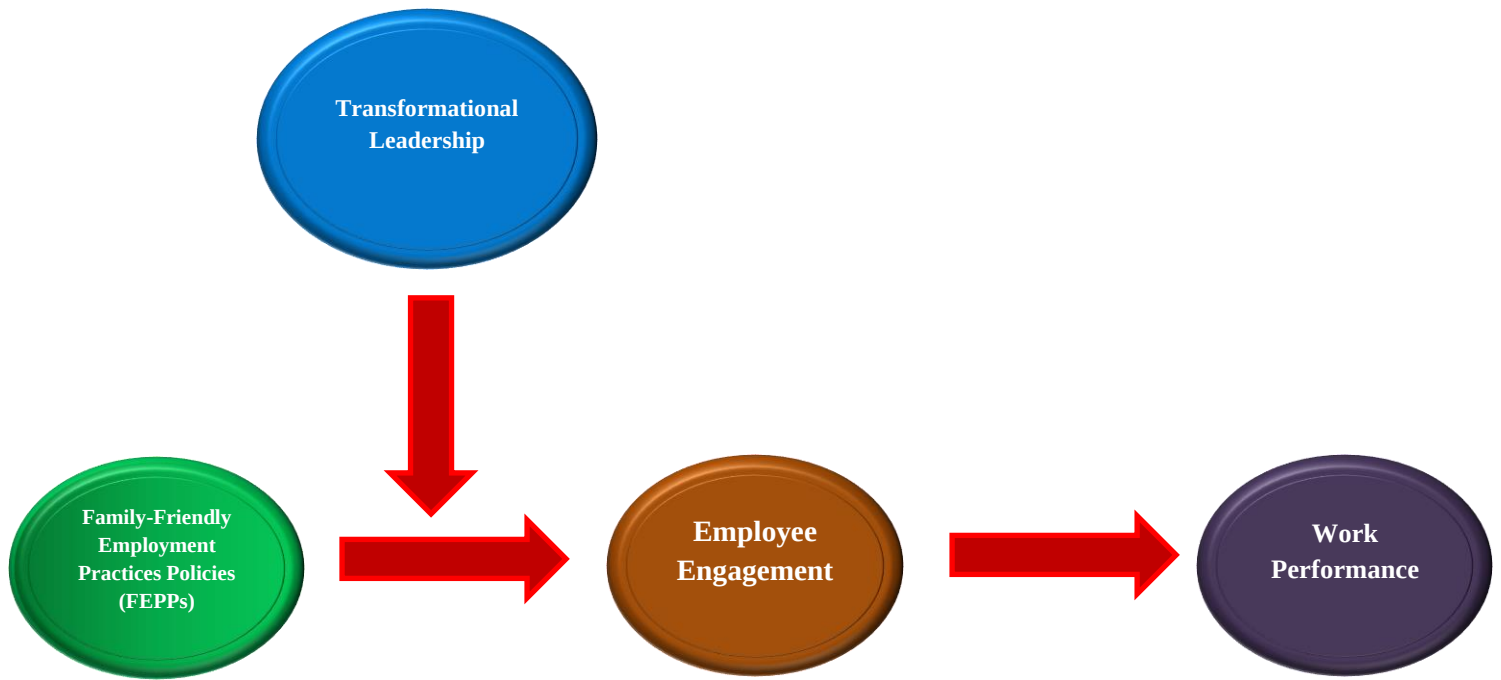
Study Focus	Article Title	Articles Author	Year Published	Purpose of Study	Theories Applied	Findings
Employee Engagement						
Antecedents of Engagement	Psychological Conditions of Personal Engagement and Disengagement at Work	Kahn	1990	Studied psychological conditions as well as individual and contextual sources of personal engagement	NIL	Through inductive process and analysis, defined the concept of "Engagement" and built a foundational framework to illustrate 3 psychological conditions and their individual and contextual sources of engagement: Meaningfulness, Safety and Availability for future research study
Antecedents of and Mediating Role of Employee Engagement for Job and Organisational Performance (Consequences)	Antecedents and Consequences of Employee Engagement	Saks	2006	First academic research to test a model of antecedents and consequences of Job and Organisation Engagement based on SET	Social Exchange Theory (SET)	1) Antecedents - Perceived Organisational support predicted both Job and Organisation Engagement; Job Characteristics predicted Job Engagement while Procedural Justice predicted Organisational Engagement 2) Consequences - Both Job and Organisation Engagement mediated the relationship between antecedents and Job Satisfaction, Organisational Commitment, Intention to Quit and Organisational Citizenship Behaviour
Determinants and Mediating Role of Employee Engagement on Employee Performance	Job Engagement: Antecedents and Effects on Job Performance	Rich, Lepine and Crawford	2010	More comprehensive explanation of relationships between antecedents and effects on Job Performance	Kahn's 3 Psychological Conditions	Engagement mediated relationship of Value Congruence, Perceived Organisational Support, Core Self-evaluation with Task Performance and Organisational Citizenship Behaviour while concepts including Job Involvement, Job Satisfaction and Intrinsic Motivation also worked as the mediators between them
	Determinants of Employee Engagement and Their Impact on Employee Performance	Anitha	2013	Identified those determinants of Employee Engagement around last 2 decades and summarised 7 determinants of Employee Engagement predicting Employee Performance	Kahn's 3 Psychological Conditions	1) Working Environment and Team & Co-worker Relationship showed significantly high impact on Employee Engagement and Employee Performance 2) Leadership, Organisational Policies, Workplace Wellbeing and Compensation showed significantly 2nd high impact on Employee Engagement and Employee Performance
"Family-Friendly," Programme / "Work-Life Balance" Policies						
Initiatives of Work-Life Balance Policies and their Consequences	The Benefits of Implementing and Supporting Work-Life Balance Policies in Organizations	Osoian, Lazar and Ratu	2007	Whether Work-Life Balance Practices provided positive working climate improving individual and organisational performance	NIL	Identified contents of Work-Life Balance Policies including Flexi Time, Telecommuting, Compressed Work Weeks, Part-Time Work and Job Sharing improved organisational outcomes including Reduced Costs, Enhanced Organisational Image, Retention of Desirable Employees, Increased Productivity and Employee Performance
Contents of Work-Life Balance Policies and their Consequences	The Relationship of Perceived Flexibility, Supportive Work-Life Policies, and Use of Formal Flexible Arrangements and Occasional Flexibility to Employee Engagement and Expected Retention	Richman et al.	2008	Tried to understand the relationships between Perceived Flexibility of Work-Life Balance Policies and Employee Engagement and Expected Retention	Person-Environment Fit Theory	1) 2 contents of Work-Life Balance Policies, Perceived Flexibility and Supportive Work-Life Policies, related greater impact on Employee Engagement vs Expected Retention 2) Employee Engagement fully mediated Perceived Flexibility and Expected Retention 3) Employee Engagement partially mediated Supportive Work-Life Policies and Expected Retention 4) Summarised Workplace Flexibility enhanced Employee Engagement and led longer job tenure
Initiatives of Work-Life Balance Policies and Practices	The Role of Work-Life Balance Practices in order to Improve Organizational Performance	Lazar, Osoian and Ratu	2010	Whether Work-Life Balance Practices could be considered as Strategic Human Resources Management Decision improving individual and organisational performance	Strategic Human Resources Management (HRM) Model	Identified contents of Work-Life Balance Policies including Flexi Time, Telecommuting, Compressed Work Weeks, Part-Time Work and Job Sharing could be considered as Strategic HRM Policies to improve Organisational Outcomes, Employee Performance and their families' benefits
Contents of Family-friendly Practices	Family-friendly Workplace: An Analysis of Organizational Effects in the Transition Economy	Nabergoj and Pahor	2015	Proposed and tested a model of relationship between Family-friendly Practices at Organisational Level and their Perceived Improvements in Organisational Outcomes	NIL	Identified contents of Family-friendly Practices including Workplace Arrangement, Information and Communication, and Services for Families had the greatest effect on the Perceived Positive Effects for companies
Consequences of Family-friendly Practices	Family-friendly Practices, High-performance Work Practices and Work-family Balance: How do Job Satisfaction and Working Hours Affect Relationship?	Ronda, Ollor-Lopez and Goniz-Legaz	2016	Studied consequences of Family-friendly Practices and High-performance Work Practices for Work-Life Balance, mediated by Job Satisfaction and Working Hours	Social Exchange Theory (SET)	1) Family-friendly Practices and High-performance Work Practices increased Job Satisfaction only when the first increase Working Hours 2) Job Satisfaction increased Work Family Balance while Working Hours reduced it
Consequences of Family Support Organisation and Supportive Supervisor Behaviors	Family Supportive Supervisor Behaviors and Organizational Culture: Effects on Work Engagement and Performance	Rofcanin, Heras and Bakker	2017	Assessed the associations among Family Supportive Organisational Culture, Family Supportive Supervisor Behaviours (FSSBs), Employee Engagement and Work Performance	Social Information Processing Theory (SIP)	1) Family Supportive Supervisor Behaviours (FSSBs) influenced Work Performance through Employee Engagement 2) Positive association between subordinates' Perceptions of FSSBs and Employee Engagement moderated by Family Supportive Organisational Culture
Consequences of Family-friendly Employment Policies and Practices	Family-friendly Employment Policies and Practices (FEPPs) in Hong Kong	Siu and Phillips	2006	First project in Hong Kong to identify the consequences of Family-friendly Employment Policies and Practices (FEPPs) in Hong Kong	NIL	Revealed that Organisational Climate of the Company including Employees' Perception of Company's Support of FEPPs, Supervisors' Support, Communication Channels, Recognitions and Like for FEPPs increase Job Satisfaction, Work-Life Balance while less Turnover Retention and Work-Family Imbalance

Appendix 1: Table 1 – Summary of Paradigm of Shift for Employee Engagement and Family-Friendly Programme or Work-

Life Balance Policies

Study Focus	Article Title	Articles Author	Year Published	Purpose of Study	Theories Applied	Findings
Transformational Leadership						
Consequences of Transformational Leadership	Transformational Leadership and Organizational Culture	Bass and Avolio	1993	Provided a framework for examining Organisational Culture associated with Transformational Leadership	NIL	Significantly further defined the concept of Transformational Leadership and suggested that more Transformational Leadership Culture should have for more effective organisational and individual performance
	Predicting Unit Performance by Assessing Transformational and Transactional Leadership	Bass et al.	2003	Studied the predictive relationship for Transformational and Transactional Leadership	NIL	Further identified 4 components of Transformational Leadership: Idealised Influence, Inspirational Motivation, Intellectual Stimulation and Individualised Consideration and showed Transformational Leadership positively predicted performance
	How do Transformational Leaders Foster Positive Employee Outcomes? A Self-determination-based Analysis of Employees' Needs as Mediating Links	Kovjanic et al.	2012	Reviewed whether Satisfaction of Followers' Basic Needs (Autonomy, Competence and Relatedness) mediated the relationship between Transformational Leadership and Employee Outcome: Job Satisfaction, Self-efficacy and Commitment to the Leader	Self-determination Theory (SDT) & Theory of Leadership Effectiveness	1) Identified Competence mediated the relationship between Transformational Leadership and Self-efficacy 2) Identified Relatedness mediated the relationship between Transformational Leadership and Commitment to Leader 3) Need Fulfilment was a central mechanism behind Transformational Leadership
	The Relationship among Leadership Commitment, Organizational Performance, and Employee Engagement	Nasomboon	2014	First study to examine Leadership Commitment and their effects on Employee Engagement and Organisational Performance mediating through Employers Branding, Strategic Alignment and Organisational Agility, and Human Resource Practices	NIL	1) Leadership Commitment directly affect Organisational Performance and Employee Engagement 2) Employers Branding, Strategic Alignment and Organisational Agility, and Human Resource Practices were intervening factors between Leadership Commitment, Organisational Performance and Employee Engagement
Consequences of Transformational Leadership	Daily Transactional and Transformational Leadership and Daily Employee Engagement	Breevaart et al.	2014	Examined the influence of Transformational Leadership and Transactional Leadership on Employee Engagement	Bass' Transformational Leadership Theory & Transactional Leadership Theory	Transformational Leadership and provided Contingent Reward from Transactional Leadership led more Employee Engagement mediated by more favourable work environment including Autonomy and Social Support
	Integrated Datasets on Transformational leadership Attributes and Employee Engagement: The Moderating Role of Job Satisfaction in the Fast Moving Consumer Goods (FMCG) Industry	Silau et al.	2018	Studied the relationship between Transformational Leadership attributes, Job Satisfaction and Employee Engagement in Fast Moving Consumer Goods (FMCGs) in Nigeria	Bass' Transformational Leadership Theory	Identified 2 components of Transformational Leadership: Intellectual Stimulation and Attributed Charisma led increasing Job Satisfaction and Employee Engagement
	Does Transformational Leadership Influence Employee Engagement	Chin, Yap and Kee	2019	Examined how Transformational Leadership influence Employee Engagement	NIL	Developed a research framework of Transformational Leadership and Employee Engagement which showed Transformational Leadership encouraged Employee Engagement
	Transformational Leadership Style and Work Life Balance: The Effect on Employee Satisfaction Through Employee Engagement	Erwin et al.	2019	Studied the impact of Work-Life Balance and Transformational Leadership on Job Satisfaction mediated by Employee Engagement	NIL	1) Identified Work-Life Balance influencing Job Satisfaction mediated through Employee Engagement 2) Identified Transformational Leadership influencing Job Satisfaction mediated by Employee Engagement in both direct and indirect ways
Moderating Effects of Transformational Leadership	Family-Friendly Programs, Organizational Commitment, and Work Withdrawal: The Moderating Role of Transformational Leadership	Wang and Walumbwa	2007	Investigated moderating effects of Transformational Leadership between Family-friendly Programme (Childcare and Work Flexibility Benefits), Organisational Commitment and Work Withdrawal	Social Exchange Theory (SET)	1) Moderating Effect of Transformational Leadership between Work Flexibility Benefits and both Organisational Commitment and Work Withdrawal 2) Moderating Effect of Transformational Leadership between Childcare Benefits and Work Withdrawal

Appendix 2: Table 2 – Summary of Paradigm of Shift for Transformational Leadership



Appendix 3: Figure 1 – New Research Model to Identify Research Gap: The Relationship Between FEPPs and Employee Engagement on Work Performance in Hong Kong Moderated by Transformational Leadership



A Literature Review of Determinants of Employee Engagement to Work Performance in Hong Kong

By Stephen Chum (SBPD7001: Approaches to Research and Academic Communication)

Topic & Article Chosen

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308

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Accepted 6 August 2013

Determinants of employee engagement and their impact on employee performance

Anitha J.

GRG School of Management Studies, Coimbatore, India

Abstract

Purpose – The purpose of this paper is to identify the key determinants of employee engagement and their predictability of the concept. It also studies the impact of employee engagement on employee performance.

Design/methodology/approach – Causal study was done to study the impact of relationships. A survey questionnaire was developed and validated using a pilot data ($\alpha = 0.975$). Simple random sampling was used to select the employees from middle and lower managerial levels from small-scale organisations. A total of 700 questionnaires were distributed and 383 valid responses collected. Regression and structural equation modelling were used to predict and estimate the relationships.

Findings – It was found that all the identified factors were predictors of employee engagement (r^2 , 0.672), however, the variables that had major impact were working environment and team and co-worker relationship. Employee engagement had significant impact on employee performance (r^2 , 0.597).

Practical implications – Special focus and effort is required specifically on the factors working-environment and team and co-worker relationship as they have shown significantly higher impact on employee engagement and hence employee performance. Organisations shall focus on presenting a great environment for employees to work and promote programmes that would enhance peer relationships.

Social implications – The determinants of employee engagement connote a healthy working atmosphere that reflects on the social impact created by the organisation. Employees would enjoy considerable attention in terms of the determinants being addressed.

Originality/value – The research emphasises the growing importance and need for crystallisation of the concept of employee engagement. The research is unique in respect to the comprehensive model that is developed and validated.

Keywords Employee engagement, Employee performance, Team and co-worker relationship, Working environment

Paper type Research paper

Reason of Topic Chosen

3

- Employee Engagement is the hot and important topic in Organisational Behaviour field
- Research from Gallup, only 33% employee in US were engaged in 2016 while employee disengagement cost US alone over \$500 billion annually (American Psychological Association)
- Some benefits from Employment Engagement:
 - Increase Employee Satisfaction
 - Increase Retention and lower Turnover (due to hiring is expensive and time consuming: Cost 33% of their salaries to replace them)
 - Increase Productivity (Gallup Report: Engaged employee can with 17% higher productivity)
 - Increase Profitability (by 21% - 26% more)
 - Decrease Absenteeism (by 41% less)
 - Increase Employee Loyalty (233% greater with effective employee engagement programmes)
 - Promote Employee Safety (70% fewer safety incident)
 - Better Employee Health
 - Better Home life
 - Better Customer Service (Customers tend to spend 13% more with higher CS)
 - Companies with Higher Sales (by 20% more)
 - Better Quality (40% fewer quality defects happened)
 - Higher Stock Price

(Sources: Consultancy Reports – Becca Armstrong, 2018; Gil Gruber 2013; Alison Robins, 2017; Natalie Wickham, 2018)

Reasons of Article Chosen

- Summarised the identified determinants affecting Employee Performance mediated by Employee Engagement for around last 2 decades
- 7 determinants including:
 - **“Working Environment”** and **“Team and Co-worker Relationship”** (Most Impact)
 - **“Leadership”**, **“Organisational Policies”**, **“Workplace Wellbeing”** and **“Compensation”** (2nd Most Impact)
 - **“Training and Career Development”** (Least Impact)
- Sythesising and Redefining 5 significant determinants among 7 in order to see their relationships with Work Performance when mediating by Employee Engagement:
 - **“Working Environment”**, **“Team and Co-worker Relationship”**, **“Leadership”** and **“Workplace Wellbeing”** → **“Transformational Leadership”** Style
 - **“Organisational Policies”** → **“Family-Friendly Employment Practices Policies (FEPPs)”**
 - **Employee Engagement** → **Work Performance (From India to Hong Kong)**

Literature Review – Paradigm of Shift for “Engagement”

5

Study Focus	Article Title	Articles Author	Year Published	Purpose of Study	Theories Applied	Findings
Employee Engagement						
Antecedents of Engagement	Psychological Conditions of Personal Engagement and Disengagement at Work	Kahn	1990	Studied psychological conditions as well as individual and contextual sources of personal engagement	NIL	Through inductive process and analysis, defined the concept of "Engagement" and built a foundational framework to illustrate 3 psychological conditions and their individual and contextual sources of engagement: Meaningfulness, Safety and Availability for future research study
Antecedents of and Mediating Role of Employee Engagement for Job and Organisational Performance (Consequences)	Antecedents and Consequences of Employee Engagement	Saks	2006	First academic research to test a model of antecedents and consequences of Job and Organisation Engagement based on SET	Social Exchange Theory (SET)	1) Antecedents - Perceived Organisational support predicted both Job and Organisation Engagement; Job Characteristics predicted Job Engagement while Procedural Justice predicted Organisational Engagement 2) Consequences - Both Job and Organisation Engagement mediated the relationship between antecedents and Job Satisfaction, Organisational Commitment, Intention to Quit and Organisational Citizenship Behaviour
	Job Engagement: Antecedents and Effects on Job Performance	Rich, Lepine and Crawford	2010	More comprehensive explanation of relationships between antecedents and effects on Job Performance	Kahn's 3 Psychological Conditions	Engagement mediated relationship of Value Congruence, Perceived Organisational Support, Core Self-evaluation with Task Performance and Organisational Citizenship Behaviour while concepts including Job Involvement, Job Satisfaction and Intrinsic Motivation also worked as the mediators between them
Determinants and Mediating Role of Employee Engagement on Employee Performance	Determinants of Employee Engagement and Their Impact on Employee Performance	Anitha	2013	Identified those determinants of Employee Engagement around last 2 decades and summarised 7 determinants of Employee Engagement predicting Employee Performance	Kahn's 3 Psychological Conditions	1) Working Environment and Team & Co-worker Relationship showed significantly high impact on Employee Engagement and Employee Performance 2) Leadership, Organisational Policies, Workplace Wellbeing and Compensation showed significantly 2nd high impact on Employee Engagement and Employee Performance

Literature Review – Paradigm of Shift for “Family-Friendly” Programme / “Work-Life Balance” Policies

6

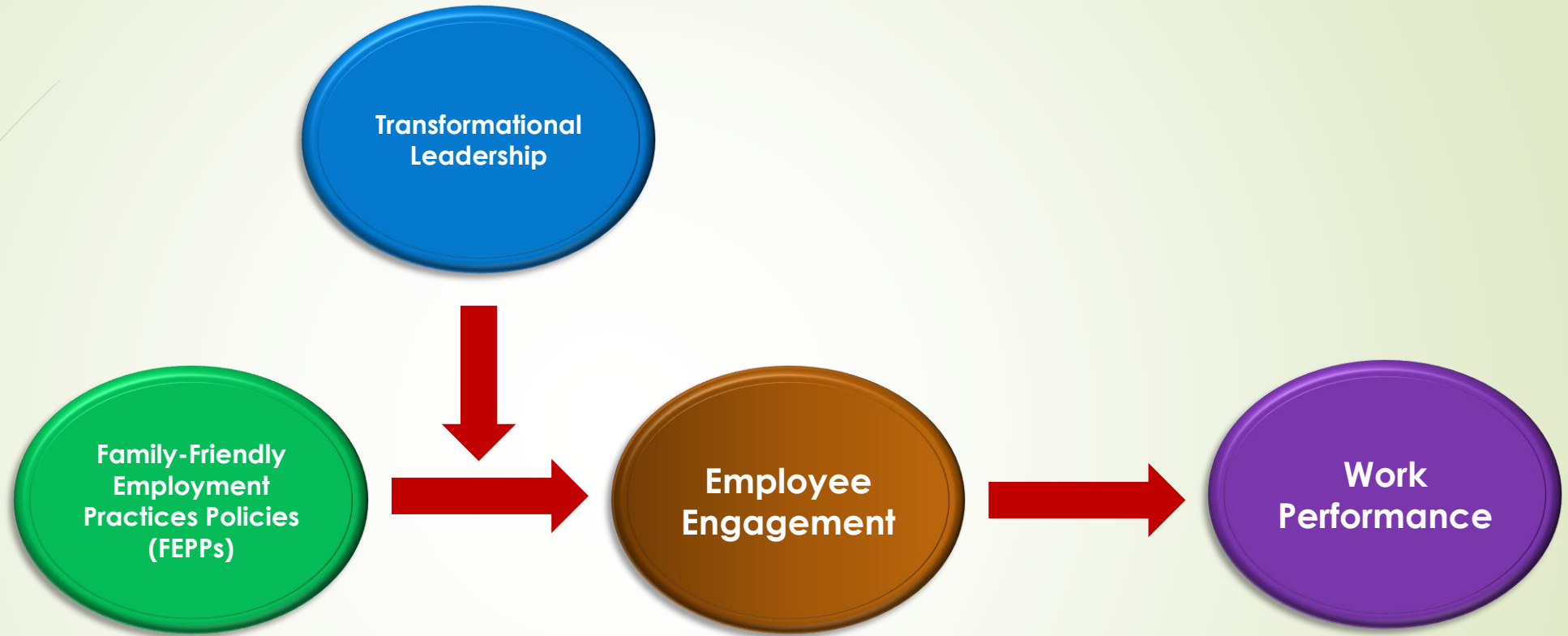
Study Focus	Article Title	Articles Author	Year Published	Purpose of Study	Theories Applied	Findings
“Family-Friendly” Programme / “Work-Life Balance” Policies						
Initiatives of Work-Life Balance Policies and Practices and their Consequences	The Benefits of Implementing and Supporting Work-Life Balance Policies in Organizations	Osoian, Lazar and Ratiu	2007	Whether Work-Life Balance Practices provided positive working climate improving individual and organisational performance	NIL	Identified contents of Work-Life Balance Policies including Flexi Time, Telecommuting, Compressed Work Weeks, Part-Time Work and Job Sharing improved organisational outcomes including Reduced Costs, Enhanced Organisational Image, Retention of Desirable Employees, Increased Productivity and Employee Performance
Contents of Work-Life Balance Policies and their Consequences	The Relationship of Perceived Flexibility, Supportive Work-Life Policies, and Use of Formal Flexible Arrangements and Occasional Flexibility to Employee Engagement and Expected Retention	Richman et al.	2008	Tried to understand the relationships between Perceived Flexibility of Work-Life Balance Policies and Employee Engagement and Expected Retention	Person-Environment Fit Theory	1) 2 contents of Work-Life Balance Policies, Perceived Flexibility and Supportive Work-Life Policies, related greater impact on Employee Engagement vs Expected Retention 2) Employee Engagement fully mediated Perceived Flexibility and Expected Retention 3) Employee Engagement partially mediated Supportive Work-Life Policies and Expected Retention 4) Summarised Workplace Flexibility enhanced Employee Engagement and led longer job tenure
Initiatives of Work-Life Balance Policies and Practices	The Role of Work-Life Balance Practices in order to Improve Organizational Performance	Lazar, Osoian and Ratiu	2010	Whether Work-Life Balance Practices could be considered as Strategic Human Resources Management Decision improving individual and organisational performance	Strategic Human Resources Management (HRM) Model	Identified contents of Work-Life Balance Policies including Flexi Time, Telecommuting, Compressed Work Weeks, Part-Time Work and Job Sharing could be considered as Strategic HRM Policies to improve Organisational Outcomes, Employee Performance and their families' benefits
Contents of Family-friendly Practices	Family-friendly Workplace: An Analysis of Organizational Effects in the Transition Economy	Nabergoj and Pahor	2015	Proposed and tested a model of relationship between Family-friendly Practices at Organisational Level and their Perceived Improvements in Organisational Outcomes	NIL	Identified contents of Family-friendly Practices including Workplace Arrangement, Information and Communication, and Services for Families had the greatest effect on the Perceived Positive Effects for companies
Consequences of Family-friendly Practices	Family-friendly Practices, High-performance Work Practices and Work-family Balance: How do Job Satisfaction and Working Hours Affect Relationship?	Ronda, Ollo-Lopez and Goni-Legaz	2016	Studied consequences of Family-friendly Practices and High-performance Work Practices for Work-Life Balance, mediated by Job Satisfaction and Working Hours	Social Exchange Theory (SET)	1) Family-friendly Practices and High-performance Work Practices increased Job Satisfaction only when the first increase Working Hours 2) Job Satisfaction increased Work Family Balance while Working Hours reduced it
Consequences of Family Support Organisation and Supportive Supervisor Behaviors	Family Supportive Supervisor Behaviors and Organizational Culture: Effects on Work Engagement and Performance	Rofcanin, Heras and Bakker	2017	Assessed the associations among Family Supportive Organisational Culture, Family Supportive Supervisor Behaviours (FSSBs), Employee Engagement and Work Performance	Social Information Processing Theory (SIP)	1) Family Supportive Supervisor Behaviours (FSSBs) influenced Work Performance through Employee Engagement 2) Positive association between subordinates' Perceptions of FSSBs and Employee Engagement moderated by Family Supportive Organisational Culture
Consequences of Family-friendly Employment Policies and Practices	Family-friendly Employment Policies and Practices (FEPPs) in Hong Kong	Siu and Phillips	2006	First project in Hong Kong to identify the consequences of Family-friendly Employment Policies and Practices (FEPPs) in Hong Kong	NIL	Revealed that Organisational Climate of the Company including Employees' Perception of Company's Support of FEPPs, Superiors' Support, Communication Channels, Recognitions and Like for FEPPs increase Job Satisfaction, Work-Life Balance while less Turnover Retention and Work-Family Imbalance

Literature Review – Paradigm of Shift for “Transformational Leadership”

Study Focus	Article Title	Articles Author	Year Published	Purpose of Study	Theories Applied	Findings
Transformational Leadership						
Consequences of Transformational Leadership	Transformational Leadership and Organizational Culture	Bass and Avolio	1993	Provided a framework for examining Organisational Culture associated with Transformational Leadership	NIL	Significantly further defined the concept of Transformational Leadership and suggested that more Transformational Leadership Culture should have for more effective organisational and individual performance
Contents and Consequences of Transformational Leadership	Predicting Unit Performance by Assessing Transformational and Transactional Leadership	Bass et al.	2003	Studied the predictive relationship for Transformational and Transactional Leadership	NIL	Further identified 4 components of Transformational Leadership: Idealised Influence, Inspirational Motivation, Intellectual Stimulaton and Individualised Consideration and showed Transformational Leadership positively predicted performance
Consequences of Transformational Leadership	How do Transformational Leaders Foster Positive Employee Outcomes? A Self-determination-based Analysis of Employees' Needs as Mediating Links	Kovjanic et al.	2012	Reviewed whether Satisfaction of Followers' Basic Needs (Autonomy, Competence and Relatedness) mediated the relationship between Transformational Leadership and Employee Outcome: Job Satisfaction, Self-efficacy and Commitment to the Leader	Self-determination Theory (SDT) & Theory of Leadership Effectiveness	1) Identified Competence mediated the relationship between Transformational Leadership and Self-efficacy 2) Identified Relatedness mediated the relationship between Transformational Leadership and Commitment to Leader 3) Need Fulfillment was a central mechanism behind Transformational Leadership
	The Relationship among Leadership Commitment, Organizational Performance, and Employee Engagement	Nasomboon	2014	First study to examine Leadership Commitment and their effects on Employee Engagement and Organisational Performance mediating through Employers Branding, Strategic Alignment and Organisational Agility, and Human Resource Practices	NIL	1) Leadership Commitment directly affect Organisational Performance and Employee Engagement 2) Employers Branding, Strategic Alignment and Organisational Agility, and Human Resource Practices were intervening factors between Leadership Commitment, Organisational Performance and Employee Engagement
	Daily Transactional and Transformational Leadership and Daily Employee Engagement	Breevaart et al.	2014	Examined the influence of Transformational Leadership and Transactional Leadership on Employee Engagement	Bass' Transformational Leadership Theory & Transactional Leadership Theory	Transformational Leadership and provided Contingent Reward from Transactional Leadership led more Employee Engagement mediated by more favourable work environment including Autonomy and Social Support
	Integrated Datasets on Transformational leadership Attributes and Employee Engagement: The Moderating Role of Job Satisfaction in the Fast Moving Consumer Goods (FMCG) Industry	Salau et al.	2018	Studied the relationship between Transformational Leadership attributes, Job Satisfaction and Employee Engagement in Fast Moving Consumer Goods (FMCGs) in Nigeria	Bass' Transformational Leadership Theory	Identified 2 components of Transformational Leadership: Intellectual Stimulation and Attributed Charisma led increasing Job Satisfaction and Employee Engagement
	Does Transformational Leadership Influence Employee Engagement	Chin, Yap and Kee	2019	Examined how Transformational Leadership influence Employee Engagement	NIL	Developed a research framework of Transformational Leadership and Employee Engagement which showed Transformational Leadership encouraged Employee Engagement
	Transformational Leadership Style and Work Life Balance: The Effect on Employee Satisfaction Through Employee Engagement	Erwin et al.	2019	Studied the impact of Work-Life Balance and Transformational Leadership on Job Satisfaction mediated by Employee Engagement	NIL	1) Identified Work-Life Balance influencing Job Satisfaction mediated through Employee Engagement 2) Identified Transformational Leadership influencing Job Satisfaction mediated by Employee Engagement in both direct and indirect ways
	Family-Friendly Programs, Organizational Commitment, and Work Withdrawal: The Moderating Role of Transformational Leadership	Wang and Walumbwa	2007	Investigated moderating effects of Transformational Leadership between Family-friendly Programme (Childcare and Work Flexibility Benefits), Organisational Commitment and Work Withdrawal	Social Exchange Theory (SET)	1) Moderating Effect of Transformational Leadership between Work Flexibility Benefits and both Organisational Commitment and Work Withdrawal 2) Moderating Effect of Transformational Leadership between Childcare Benefits and Work Withdrawal

Purposed Model to Identify the Research Gap

8



“The Relationship between FEPPs and Employee Engagement on Work Performance in Hong Kong moderated by Transformational Leadership”

Discussion of Article Chosen

- **Title:** Determinants of Employee Engagement and their Impact on Employee Performance (Anitha, 2013)
 - Comments: With 10 words and clearly presented what the article studying about
 - **Improvement:** Describe more about the flow of relationship between each concepts in order to let readers know about the influence direction between each variable
- **Abstract:**
 - Including brief introduction of Purpose, Methodology, Findings, Practical and Social Implications
 - Purpose: Identified straight forward and clear about determinants of employee engagement and their predictability on employee performance
 - Methodology: Briefly described how the causal study was prepared in terms of research method, sampling method, response rate and what kinds of analysis were used to predict and estimate the relationship
 - Findings: Disclosed the reliability and validity of the results and highlighted those most important ones were
 - Practical & Social Implications: Based on the results, suggested organisations should pay their focuses on the most impactful variables when formulating policies and programmes relating to employees for organisational and social impacts

Discussion of Article Chosen

10

➤ Introduction:

- Definition of Employee Engagement at the beginning
 - "...the level of commitment and involvement an employee has towards their organization and its values." (Anitha, 2013, p. 308)
- Functions and Benefits of employee being engaged
 - Success of organisational goals, positive emotion connecting to work, beyond their duty calls for excellence, etc.
- Briefly Defined and Identified the "Employee Engagement" concepts
 - Traced back the original idea from Kahn's article as the ground theory
- Briefly Defined "Performance" and how it could be aligned with Employment Engagement → Foster high levels of employee performance
- Stated the Purpose of the article and how the data collected for analysis
- **Improvement:** Briefly discussed more about different determinants relating to Employee Engagement on Performance so as to show the "Research Gap" (didn't mention)

Expressed the Contribution of the article both for practical and social impact (didn't mention)

Discussion of Article Chosen

11

► Literature Review:

- Stated clearly the Function of Employee Engagement and how Importance of Human Resources and People in organisation
 - "...strive to gain competitive advantage over the others", "People...is considered the most valuable asset if managed and engaged properly" (Anitha, 2013, p. 309)
- From "Ground" Theory to different articles to define the concept of "Employee Engagement"
 - Based on Kahn's as ground definition of "Engagement" with 3 psychological engagement conditions and other scholars' definitions as well as research reports from different professions about "Employee Engagement" to build up the solid definition
- Further based on Kahn's and other scholars' articles to summarise and build up 7 determinants of Employee Engagement so as to establish the model of the paper
- Clearly stated each determinant with definition, function and contents on employment engagement supported by previous studies and literatures from other scholars to let readers understand the relationships for the models
- Clearly presented each determinant by showing each of them with new individual paragraph
- In final paragraph, linked up all these determinants and employee employment concept with the function of Employee Performance to finalise the model
- Used Direct Quoting, Synthesising, Paraphrasing and Summarising techniques to identify and build up the model of the paper to show their relationships which were worth to study
- **Improvement:** Need to talk about how to handle any control variables affecting Employee Engagement in the research (e.g. Culture, Gender, Age, Education, etc.)

Discussion of Article Chosen

12

► Hypotheses Development:

- Ha1 – There is a statistically significant impact of the above factors on employee engagement
- H01 – There is no statistically significant impact of the above factors on employee engagement
- Ha2 – There is a statistically significant impact of employee engagement on employee performance
- H02 – There is a statistically significant impact of employee engagement on employee performance
- Used Deductive Reasoning to build up the argument and establish the Research Gap as well as develop the hypotheses
- For simplicity, the paper explained the reasons why needed to consolidate all determinants when develop Ha1 and H01 hypothesis. The impact of each determinant on employee engagement did analyse in detail in the Discussion part. It could consider as one of the acceptable handling method
- **Improvement:** Even though with explanation, but it may be better to summarise some similar determinants into one (or even include less) so as to show more clear in hypothesis going to be tested and justified. It could also help to state any result and implication more clearly in the paper

Discussion of Article Chosen

13

► Methodology:

- Quantitative research method applied
- A survey questionnaire was designed for the study
- The part of how to develop items of questionnaire was missing:
Quoted from existing validity proved from other scholars or self-developed?
How many items included (length consideration)?
Any approach applied to design the questionnaire (e.g. Funnel Approach used)?
- **Improvement:** Since both were important for Criterion-Related Validity checking, it was highly recommend to prepare
- No Distribution Method of questionnaire and Common Method Bias Handling were mentioned
- **Improvement:** It was better to describe both in the paper in order to increase the justification the level of reliability and validity
- Relatively low response rate (700 questionnaires were distributed and 383 valid responses were collected → 55%)
- **Improvement:** In order to increase the level of generalisation, it was better to have higher response rate which may be capable to increase by redesigning distribution method, better handling in Research Ethic like Research Purpose Briefing, Confidentiality Handling, Data Accessibility Explanation or even minor reward providing with reference to Conflict of Interest consideration
- Didn't mention about when and where to conduct the survey and how to control other variables like culture, gender, age, etc.

Discussion of Article Chosen

14

■ Methodology (Continued):

■ Sampling Method and Size

- Simple Random Sampling used
- Employees selected from middle to lower managerial levels from small-scale organisations registered in Coimbatore District Small Industries Association
- 700 questionnaires as sample size for questionnaire distribution

■ Scale Development

- Conducted the pilot test with 60 respondents and run the pilot test to justify the reliability (Cronbach Alpha range from 0.704 to 0.975)
- **Didn't mention how many items in the questionnaire and how the items were prepared for justification of validity (e.g. reference, development procedure, etc.)**
- Used Likert 5-point scale **but no indication from strongly agree to strongly disagree**
- **Didn't mention whether involve and how to avoid any "trap of deception" questions**

■ Analysis and Test

- Conducted Multiple Regression Test and used ANOVA for data analysis (correlation coefficient, r^2 and P-value) and "SEM" for data combination
- Studied the prediction level of determinants on employee engagement and finally formulated a regression equation for prediction
- All results showed statistically significant impact on determinants to employee engagement and employee engagement to employee performance with sustainable Reliability and Validity results

Discussion of Article Chosen

15

➤ Research Ethic:

- Overall, the least satisfaction part in comparing with other parts in the paper
- Apart from mentioning about how to handle the Conflict of Interest, **NO** more mentioned about the checking of below considerations:
 - Consents from Respondents (either verbally or in written)
 - Withdrawal from the Survey Anytime
 - Purpose of Research Briefing
 - Confidentiality Handling
 - (e.g. Anonymity, no name & ID indication, Survey return method, etc.)
 - Accessibility of Data
 - Data Disposal Criteria and Procedure
 - (e.g. Data handling, Duration of data kept, Way to destroy data when research completed, etc.)
- **Improvement: Ethic concern was very important criterion for any research to be sustainable and it was highly recommended it should include all of the above as necessities in any survey**

Discussion of Article Chosen

16

➤ Limitation:

- Didn't mention any limitation of the research
- **Improvement: Should state clearly about the limitation of conducting research in order to justify and support the findings of the research**

➤ Future Research Direction:

- Comparative study this model with previous models of employee engagement
- Wider study by expanding from small-scale organisations to large-scale organisations and MNCs
- Deeper study by identifying individual effect of each specific individual factors on employee engagement and employee performance

Thank You

