

The Relationship Between Full-Range Leadership and Employee Engagement Among Bank Employees at Selected Banks in Malaysia

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Abstract

Full-range leadership approaches have emerged and been used because of the changing nature of the workplace and the requirement to effectively manage either face-to-face or the distant teams. Full-range leadership practices by the leaders can be impactful towards employee engagement in an organization. Quantitative methods have been employed as the research methods along with the questionnaires that had been distributed among 400 bank employees at the selected banks in Malaysia. The research focuses on the selected banks and implement the data collection techniques which is by conducting a survey by handling out the questionnaires to the respondents from the established sources. The obtained data is then analyzed by using Statistical Package for Social Science (SPSS) software in order to determine the strength and nature of the relationship between full-range leadership practices and employee engagement. To summarize, all findings from the previous published research related to full-range leadership and employee engagement can be considered as part of the contributions for this research in order to provide valuable insights for bank management teams, employee engagement and overall productivity at the selected banks in Malaysia which are RHB, CIMB, Maybank and Bank Islam.

1. Introduction

The Full-Range Leadership Model (FRLM) is a leadership theory that involves low to high engagement leading to different leadership efficiency. This theory was defined by Bass and Avolio that included three leadership models which are laissez-faire, transactional and transformational leadership. Full-Range Leadership Model can be a reference for leaders that provide a good range of leadership styles that can be implemented in different situations and effectively lead the teams. Generally, the Full-Range Leadership Model offers the effective leadership that can lead to a better performance management especially in banking sectors, which enabled them to realign the business portfolios for a long-term value.

Full-range leadership practices by the leaders can also significantly influence the employee engagement among bank employees. It enables the leaders to provide the opportunities for their employees' growth and development in order to inspire them to engage more deeply in their work. As a result, the level of employee engagement of the bank will increase after some time. Apart from that, the enhancement of employee engagement in a company is also supported by the leaders' behaviors. Trusted and transparent leaders can

foster a positive working environment where the employees can be more comfortable to share any issues and concerns regarding their works to their leaders in order to improve themselves at the workplace.

Employee engagement can be considered as a concept in human resources that is referring to the degree which employees are invested in, motivated by, and passionate regarding the work that they do and the also the company that they work for (Heinz, 2022). From the same article, it had also been stated that employee engagement is not the same as employee satisfaction. When employees are happy doing their work, it is considered as the engaged employees meanwhile, the satisfied employees are the employees that are happy at work. Employee engagement can also be defined on how the employees are being emotionally attached to their work and contribute more for the company's business (Heinz, 2022).

Full-range leadership practices can practically influence the employee engagement especially among bank employees through transformational, transactional and laissez-faire leadership styles. In addition, a high level of employee engagement strategy is built on communication and trust between employees and employers (Heinz, 2022). Employee willingness to contribute more for the company depends on the leaders' behavior as the leaders are the key drivers towards the employees' engagement at work.

1.1 Research Background

Through this research, researcher intends to determine the relationship between full-range leadership and employee engagement among bank employees at selected banks in Malaysia. There are four selected banks that had been chosen which is RHB, CIMB, Maybank and Bank Islam that the researcher aims in order to obtain the respondents. The independent variable is full-range leadership meanwhile dependent variable is employee engagement in this research.

Leadership skills practice by managers in an organization play a significant role whereby, they are the leaders and role models that the employees are looking for. Good attitudes along with the leadership practices that can motivate the employees to perform and engage well in their work. Most importantly, it has been leader responsibilities to lead their employees in order to achieve the organizational goals that aligns with the employees' work-life balance as well. Furthermore, the researcher managed to find references from previous study regarding full-range leadership and employee engagement in order to provide valuable insights in the community despite to prove the relevancy of this study.

1.2 Problem Statement

Retaining employee engagement while working from home is not easy. As of 2022 worldwide, 60% of employees reported being emotionally detached at work; 19% indicated that they were actively disengaged (Gallup, 2022). In addition, according to a meta-analysis by Gallup, companies with higher levels of employee engagement saw 21 percent increase in productivity because the engaged employees bought into what the organization is about and trying to make a difference. Furthermore, according to the article of Harvard Business Review (2021), the engaged employees usually tend to perform better, experiencing less burnout and most importantly, stays in the organization longer than the rest (Stein, 2021). Lastly, according to Quantum Workplace research, only 50 percent of employees in the banking sector are highly engaged towards their work while the other 35 percent are a retention risk (Employee Retention - Banking Industry, 2023).

Based on the literature scan for five years which is from year 2019 to 2023, there are three studies that the researcher managed to find in year 2022 and 2023 regarding the relationship between the full-range leadership practices and employee engagement. These three studies suggested that as the results of the effective leadership, the employee engagement and team effectiveness can significantly improve. Apart from that, the researcher also succeeded in finding the literature review of employee engagement from year 2019 to 2023. There are four studies on employee engagement that suggested the valuable overview of employee engagement current trends as well as the challenges and the strategies to foster the engaged workforce. Meanwhile, there are also four studies regarding full-range leadership that had been found through the literature scan. Each of the studies offered the valuable insights of full-range leadership current trends and challenges along with the strategies to foster the effective leadership.

In this research, each theory of full-range leadership will be explored by the researcher to link it with employee engagement level of bank employees at selected banks in Malaysia in order to identify the level of relationship of full-range leadership and employee engagement.

1.3 Research Scope

In this study, the researcher aims to highlight the full-range leadership practices. The researcher wants to determine how full-range leadership practices will have effects on employee engagement. The respondents in this study are the bank employees from four selected banks which are CIMB, RHB, Bank Islam and Maybank in Malaysia. From the scope, the researcher will do some research regarding the leadership styles implemented by the top managements at the workplace and the leadership theories that are related to this study. Moreover, in

terms of employee engagement, the attitude and behaviors of the employees will be the indicator for their engagement at their workplace specifically among bank employees for this research.

The researcher will distribute questionnaires for bank employees at selected banks in Malaysia which are RHB, CIMB, Maybank and Bank Islam in order to collect the data and obtain the results. The questionnaires that will be distributed is for 400 bank employees at selected banks in Malaysia. When the all 400 data have been successfully collected, then the software tool Statistical Package for Social Science (SPSS) will be used to analyze the data in the aspects of descriptive analysis, reliability analysis, demographic analysis, normality test and correlation analysis. From the results, a generalizable conclusion and comprehensive understanding could be drawn from this research.

1.4 Significance of the Study

Throughout this research, from the researcher's point of view, this research is worth to be conducted. From the independent and dependent variable of the study, it is important for each sector and companies in Malaysia to practice these two variables in order to achieve the organizational objectives. Even though, the researcher managed to find few studies for the same variables, the researcher insists on conducting the same studies in order to provide valuable insights and more comprehensive understandings specifically for bank employees in Malaysia only as future references.

1.5 Summary

For this section, the introduction and problem statement of this research had been stated. To get clearer vision of the study, the research questions and objectives were designed accordingly. The relationship between full-range leadership and employee engagement among bank employees at the selected banks in Malaysia is what the researcher desires to study. It is followed by the explanations of scope and significance of study as well in this section.

2. Literature Review

2.1 Introduction

A literature review is a critical and thorough summary and evaluation of prior research and academic publications on a particular subject or research question. It is a crucial component of research and academic papers, theses, and dissertations. A literature review serves to highlight the requirement for additional research, identify gaps in the body of existing knowledge, and provide an overview of current knowledge and understanding of a particular subject. A literature review should not just be a summary or description of previous published work. It should enhance the researcher's capacity to critically evaluate and synthesize the data, find gaps in the literature, and suggest new lines of inquiry.

2.2 Full-Range Leadership (Independent Variable)

Leadership is conducting and leading a group of people to get them moving in order to achieve the organizational goals. Leaders have a big responsibility to engage with the employees in order to ensure the positive attitudes among them and be a good role model as their inspiration and motivation at work. There are three full-range leadership theories which are transformational, transactional and non-transactional laissez-faire leadership (Antonakis *et al.*, 2003). Not only leader duties in handling a group of people physically, virtual group of people are also included where leaders will monitor them through the screen from various communication platforms such as Microsoft Teams, Zooms and Google Meet. Concept in managing the employees virtually is known as hybrid leadership.

2.3 Models of Full-Range Leadership

To address the complexity of the contemporary workplace, hybrid leadership is a relatively new idea, incorporates components of various leadership philosophies. To the context of hybrid leadership, there are several leadership theories and models that can be used.

2.4 Transformational leadership

According to James V. Downton's 1973 thesis, which James MacGregor Burns later developed in 1978, leaders who inspire and motivate their followers can affect beneficial changes in both people and organizations. This leadership approach places a strong emphasis on the value of charisma, vision, and the leader's capacity to motivate and empower people. In a hybrid setting, transformational leadership can be used to motivate and engage both on-site and remote workers.

2.4.1 Situational leadership

The situational leadership theory, which was developed by Paul Hersey and Kenneth H. Blanchard (1969), contends that leaders should modify their leadership stance depending on the maturity or level of preparation of their subordinates. Depending on the ability and dedication of the followers, the leader's behaviour might range from directing to coaching to assisting to delegating. Leaders in a hybrid environment might need to modify their leadership approach considering the unique requirements and skills of remote and on-site personnel.

2.4.2 Transactional leadership

Bernard M. Bass (1985) first advocated transactional leadership, which is centered on managers that set clear goals and reward or punish staff members according to their performance. With the help of conditional rewards and remedial measures, transactional leaders' priorities uphold stability and attaining company objectives. In a hybrid leadership approach, transactional components may be used in conjunction with other leadership styles for task management and goal attainment.

2.4.3 Servant leadership

Robert K. Greenleaf (2002) concept of servant leadership highlights leaders who put their followers' needs and development first. They serve as stewards, give employees agency, and promote a culture of cooperation and trust. In hybrid leadership, servant leadership ideas can be included to promote teamwork, employee growth, and a positive workplace environment.

2.4.4 Authentic leadership

Bill George (2010), who developed authentic leadership paradigm emphasizes the importance of leaders who show self-awareness, moral integrity, and sincere relationships with their followers. Genuine leaders act in an open, reliable, and value-driven manner. Especially in virtual or remote work environments, honesty in hybrid leadership can be considered as a crucial quality to establish trust and nurture deep ties with colleagues.

2.5 Employee Engagement (Dependent Variable)

Employee engagement is the ability and willingness of the company staff to contribute to the success of the organization, particularly their desire to put up discretionary effort and go above and beyond what is generally expected of them in their job (Vorina *et al.*, 2017). Employees will be more productive and contribute more to the expansion of the company if they are more invested and active in their jobs (Sahni, 2019).

2.6 Models of Employee Engagement

2.6.1 Social Exchange Theory

According to Saks (2006: 603), "social exchange theory argues that obligations arise through a series of interactions between interdependent parties". Employees have the option to engage themselves to varying degrees and response to the resources that they received from the organization. Only according to the employees' level of engagement, could they repay their organization. This statement is consistent with the other description regarding engagement as the two-way relationship between the employer and employee (Robinson *et al.*, 2004).

2.6.2 Job Demands-Resources (JD-R) Model

According to the JD-R paradigm, developed by Arnold Bakker and Evangelia Demerouti (2011), work demands, and job resources are the two main influences on employee engagement. Job demands are the elements of a job that call for prolonged effort and may cause strain or burnout on the physical, psychological, social, or organizational levels. This model states that employees are more likely to report high levels of engagement when they have the necessary job resources to meet job requirements.

2.6.3 Self-Determination Theory (SDT)

According to Edward Deci and Richard Ryan's self-determination theory (2012), the satisfaction of three fundamental psychological needs—autonomy, competence, and relatedness—is a prerequisite for employee engagement. Having a sense of control and autonomy over one's work, competence in completing job duties, and relatedness in having satisfied interpersonal relationships at work are all related concepts. Employees are more likely to feel intrinsically motivated and engaged when these demands are met.

2.6.4 Job Characteristics Model (JCM)

According to the Hackman and Oldham-developed Job Features Model (1974), key job characteristics like skill variety, task identity, task significance, autonomy, and feedback have an impact on employee engagement. According to this concept, when occupations are created with these elements, workers are more likely to feel meaningful, responsible, and aware of the outcomes, which raises levels of engagement (Coelho & Augusto, 2010).

2.6.5 Psychological Contract Theory

The expectations and commitments that organizations and their employees have for one another are the focus of psychological contract theory. This idea states that motivated workers experience a favorable psychological contract where they feel their efforts and contributions are valued, acknowledged, and rewarded as well as receiving possibilities for professional advancement (Seeck & Parzefall, 2008).

2.7 Factors Commonly Associated with Employee Engagement

There are five factors had been selected from different sources that commonly associated with employee engagement in this research. These factors are also related to the relationship between virtual leadership and employee engagement in this research which are:

2.7.1 Opportunities for Growth and Development

Providing employees with opportunities to learn, develop skills, and advance their careers comes with higher levels of engagement. When individuals realize their business is investing in their growth, they are more likely to be more engaged in their jobs (Saks,2006).

2.7.2 Supportive Leadership

Effective leadership plays a key role in driving employee engagement. Leaders who provide clear direction, support, recognition, and involve employees in the decision-making process have a positive impact on engagement (Bakker *et al.*, 2011).

2.7.3 Flexibility and Work-Life Balance

Organizations that support flexible work arrangements that promote work-life balance and promote employee well-being experience higher levels of employee engagement (Allen, 2013).

2.7.4 Recognition and Rewards

Recognizing and celebrating employee contributions through recognition and rewards has a positive impact on engagement. Increase appreciation and motivation of the employee by recognizing achievements and providing incentives aligned with individual and organizational goals (Shuck & Wollard, 2010).

2.7.5 Supportive Organizational Culture

A positive and inclusive company culture contributes to employee engagement. Employees are more likely to engage with an organization when they feel a sense of belonging, trust, and shared values within the organization (Schein, 2010).

2.8 Previous Study of Full-Range Leadership and Employee Engagement

There are a few studies in literature review that could link to independent and dependent variables of this research. First, the study title, "Virtual leadership: A review paper" is the study that linked with hybrid leadership and employee engagement. According to Mehtab *et al.* (2017), the objectives of the study are to condense the available literature related to leadership of virtual team and to make some recommendations for leaders and practitioners for the improvement in the leadership of virtual teams.

Second, the study conducted by Mayer *et al.* (2023) title, "Sharing leadership behaviors in virtual teams: Effects of shared leadership behaviors on team member satisfaction and productivity". The aims of this study are to investigate the effects of combining relational and task-oriented leadership practices on specific team members in virtual teams and to find out if the interdependence of team tasks affects how shared leadership behaviors are influenced.

Subsequently, "The evolution of employee engagement: towards a social and contextual construct for balancing individual performance and wellbeing dynamically" is another study that aims to giving this occurrence a more social interpretation of employee engagement relational nature. Second, employee

engagement can be examined using creative methods when linked with contemporary digital tools and lastly, to investigate how employee engagement may be a key component in moving toward a human-centered strategy that balances people's performance and welfare (Boccoli *et al.*, 2022).

Next, is the "The Future of Work: Work Engagement and job performance in the hybrid workplace" (Naqshbandi *et al.*, 2023). The purpose of this research is to examine how the intervening role of work engagement influences job performance when working in a hybrid workplace model (telework and flexible work).

Finally, a study titled "Context and Leadership: An Examination of the Nine-Factor Full-Range Leadership theory using the Multifactor Leadership Questionnaire" (Antonakis *et al.*, 2003) appears to focus on the leader behaviors by using the Multifactor Leadership Questionnaire (MLQ) as the research instruments. Its main focus was to show the relationship of leadership and its contextual factor. Leadership behaviors did affect the engagement of the employees at the workplace as it was generally on how the employees react accordingly to their leader actions. Leaders are someone that the employees look for in order to maintain or improve their work reputations.

2.9 Research framework

Fig. 1 shows the conceptual framework of the relationship between full-range leadership and employee engagement.



Fig. 1 Framework

2.10 Summary

Further and precise explanations had been made in this section regarding the conceptualizations of employee engagement and hybrid leadership. The researcher made it clear on which part of conceptualizations will be implemented in the questionnaires. In addition, the type of models of employee engagement and hybrid leadership of the research also had been discussed in a proper manner. The research framework was illustrated based on the review of previous studies that link hybrid leadership and employee engagement.

3. Research Methodology

3.1 Introduction

Research methodology shows the way research will be done through several processes and methods to get the desired results. Studies or research that undergo some complex procedures and methods can be referred to in the research methodology chapter of the report. Researchers may find the pluralism of approaches confusing at first, but once they learn them, they find that other aspects of research and theory become clearer. Specific research techniques (e.g., experiments and participant observation) make more sense if they are aware of the logic and assumptions on which they rest according to Neuman (2014).

3.2 Research Design

The importance of research design is to provide the suitable framework in research. Research design will assist in developing strategies and designing the research. In this research, there are two variables that consists of independent (IV) and dependent variables (DV). The strategies of research design that will be used in research will vary depending on whether it is primarily quantitative or qualitative (Neuman, 2014). This research is mainly focus on the quantitative method since the researcher will be quantifying the collection and analysis of data. As part of quantitative approached, the data collected are from the targeted population and sampling of bank employees at selected banks in Malaysia which are CIMB, RHB, Maybank and Bank Islam will be analyzed by the researcher to obtain the desired results and information. The type of research design that will be applied on this research is the explanatory research.

3.3 Research Strategy

The term "research strategy" describes the comprehensive plan or strategy used by researchers to tackle their study issues or goals. It describes the precise steps that will be taken to collect, process, and interpret data to

come to useful conclusions. Two research strategies that the researcher used are survey analysis technique and secondary analysis technique.

3.3.1 Survey Analysis Technique

The survey analysis technique is an online survey that consists of questionnaires chosen by the researcher from the established sources that fulfil the purpose of this research. Questionnaires given to the respondents had been chosen wisely according to research objectives and the conceptualizations of hybrid leadership and employee engagement.

3.3.2 Secondary Analysis Technique

Apart from that, the other strategy applied is the secondary analysis technique. Secondary analysis enables the researcher to analyze the existing data for their own research. It statistically analyzes survey data originally gathered by someone else as opposed to primary research (e.g., experiments, surveys, and content analysis) that collects quantitative data (Neuman, 2014). In addition, secondary analysis is convenient to use because it is affordable and eases the replication.

3.4 Measurement

Questionnaires is one of the methods for data collection that are being used by the researcher. Besides, it is affordable and convenient to be distributed to the respondents through online network. People are no longer required to fill in the paper forms to obtain the data. Ever since the pandemic started in the early year of 2020, it eases the researcher to gain data without leaving their homes or spread the virus. Questionnaires are selected from the established sources in order to be applied in the survey research. Respondents are required to answer the questionnaires to collect the data and fulfilling the research objectives. Both variables in this research are taking part for the sections in the questionnaires that contains few questions accordingly to each section. The distribution of the questionnaires will involve 400 respondents of bank employees of CIMB, RHB, Maybank and Bank Islam.

3.5 Population and Sampling

Sampling is a subset to population of people in a particular place that the researcher selected and form it into smaller groups with more precise categories that the researcher desired for their research. It is beyond the researcher's control to be able to study the whole population in a particular place. In this research, a non-probability sampling technique was chosen.

3.5.1 Population

The quantity of people that are included in the research is best described as the population (Morgan *et al.*, 2023) Target population is the large group people in a place or area in which the researcher creates the sample to obtain the results. For example, before the researcher wants to study the bank employees at selected banks in Malaysia, they should know the population of people in Malaysia that work in banking or financial sector.

3.5.2 Sampling

Sampling is a subset to population of people in a particular place that the researcher selected and form it into smaller groups with more precise categories that the researcher desired for their research. It is beyond of the researcher's control in order to be able to study the whole population in a particular place. That is how it reflects the importance to do sampling for completing the research. The way sampling eases the categorization of respondents from their demographics and their involvement in the sector, it will be much easier for the researcher to collect and analyze the data. Sample size will be 400 respondents of bank employees at selected banks in Malaysia from 375,000 of employees in financial and insurance sector population in Malaysia since 2022 (Statista Report, 2023).

3.5.3 Non-Probability Sampling Techniques

Non-probability sampling gives the equal opportunity for everyone from the population to get selected (Acharya *et al.*, 2013). The probability for the subject to be selected is unknown. This technique is used when the researcher did not manage to get the full list of people that they desired to do sampling. For example, the researcher plan to get the data from bank employees at selected banks in Malaysia however, they do not have the full name list of employees to answer the questionnaire given. In that case, random employees will be selected from CIMB, RHB, Maybank and Bank Islam in Malaysia get to answer the questionnaire.

3.5.4 Quota Sampling

In addition, quota sampling is included as part of non-probability sampling techniques. It means the sampling procedure that ensures that a particular characteristic of a population sample is represented to the exact degree desired by the researcher (Acharya *et al.*, 2013). Basically, it is done to allow the sub-group analysis. As an example, in a sample of 400 bank employees, the researcher wishes to have 250 of male and 150 of female for the sampling. When the 250 males had recruited, the quota for the sampling is over.

3.6 Data Analysis

In the realm of data analysis, research can be defined as the systematic approach employed by the scholars to condense vast quantities of data into a cohesive narrative and extract meaningful interpretations from it. This process aids in breaking down extensive datasets into more manageable segments that possess logical coherence. Data analysis encompasses multiple stages, such as examining, classifying, and organizing the evidence, either through tabulation or other forms of recombination, with the purpose of addressing the primary objective of a study.

3.6.1 Descriptive Data Analysis

This method is used in research to describe basic properties of various data types. Data is displayed in a meaningful way such that the patterns in the data that make sense. However, descriptive analysis should not go beyond drawing conclusions.

For example, a data set containing hundreds or thousands of individual data points or observations can be aggregated into a set of statistics that provide useful information about the population of interest. However, descriptive statistics are reserved for more advanced inferential statistics and do not allow the researchers to draw their own presumptive conclusions about the population of interest.

3.6.2 Inferential Analysis

Inferential analysis encompasses the utilization of statistical tools and techniques to draw conclusions about a population by examining a representative sample. This type of analysis enables researchers to make reliable inferences and generalizations, providing valuable insights into the larger population.

Most inferential statistics are based on the principle that a test statistic is calculated based on a specific formula. This value is being applied along with degrees of freedom, sample size measures, and rejection criteria to determine whether there is a difference between treatment groups (Kalish & Thevenow-Harrison, 2014).

3.7 Summary

To conclude, by identifying research questions and objectives, the findings related to full-range leadership and employee engagement have been made to link these two aspects as independent and dependent variables of this research. Followed by research methodology, the researcher manages to identify the suitable research strategy and sampling to obtain the data of 400 respondents of bank employees from CIMB, RHB, Maybank and Bank Islam. In addition, the validated questionnaires also had been chosen from the established sources to be distributed to the targeted respondents. Therefore, the desired outcomes are much more likely to be achieved.

4. Results and Discussion

4.1 Introduction

The results obtained from the distributed questionnaires among 400 respondents, which are bank employees from RHB, Maybank, CIMB and Bank Islam, will be discussed in details for this chapter. This chapter consists of return rate, reliability analysis, demographic analysis, descriptive analysis, normality test and correlation analysis between full-range leadership and employee engagement. The results obtained are being analyzed by using Statistical Package for Social Science (SPSS) to answer accordingly to the research objectives.

4.2 Return Rate

Return rate is the percentage of all respondents in the initial sampling frame who were located, contacted, eligible, agreed to participate, and completed the entire questionnaire (Neuman, 2014). 400 targeted respondents that are agreed to participate in this research are bank employees from four selected banks in Malaysia which are RHB, Maybank, CIMB and Bank Islam. The overall population of 375,000 employees is from the financial and insurance sector. Meanwhile, the sample size of 400 respondents is determined from the software tool which is, G*Power calculator. Based on G*Power calculator with the error of 0.05 and power of 0.80, the sample size is 156. However, since the return rate in most survey is less than 50%, the sample size is

increased to 400. The researcher manages to distribute 400 questionnaires to the targeted respondents and received back all 400 questionnaires that has been answered by the respondents. Therefore, the return rate of this research is 100%.

4.3 Reliability Analysis

Reliability means dependability or consistency that implies that the same incident happens again under the same circumstances or very similar conditions (Neuman, 2014). On the other hand, the basic idea of reliability concept is an index of the extent to which measurements of the individuals on different occasions, or by different observers in order to produce the same or similar results (Streiner *et al.*, 2015). According to Neuman (2014), it is rare to have perfect reliability and there are four things that we can do to improve reliability which are, clearly conceptualize constructs, use a precise level of measurement, using multiple indicators and using pilot tests.

4.3.1 Reliability Analysis for Pilot Study

Cronbach's alpha for full-range leadership is 0.714 and employee engagement is 0.941. Based on the rule of thumb on Cronbach's alpha, the result for full-range leadership is considered good as it is above 0.7 but still below 0.8. Meanwhile, the result for employee engagement is considered excellent as it is above 0.9. Therefore, no refinement needed to be done based on the Cronbach's alpha results for pilot study has enable the researcher to proceed for the reliability analysis for actual study. Reliability analysis for actual study is the indicator whether the questionnaires are reliable and consistent enough to be distributed in a real-life situation.

4.3.2 Reliability Analysis for Actual Study

Cronbach's alpha for full-range leadership is 0.845 and employee engagement is 0.848. According to the rule of thumb on Cronbach's alpha, the result for both variables is considered very good as it is above 0.8 but somehow still below 0.9. Therefore, the distributed questionnaires are reliable and consistent to real-life situation.

4.4 Demographic Analysis

Demographic analysis is the explanation and interpretation of Section A from the questionnaires that consists of broad characteristics of people and population. The interpretation of data is based on the outline of frequency and percentage. There are six questions in the demographic profile which are, gender, type of banks, current position, length of services, flexible working arrangements and working modes whether the employees are working from home or otherwise.

Gender can be divided into two which are female and male that participated in this survey. Frequency of female is 236 that is equal to 59% of the respondents while the frequency of male is 164 that is equal to 41% of the overall respondents. The analysis in Table 1 (Appendix A) shows that the frequency and percentage of female is higher than male respondents. Therefore, the majority of the respondents that took part in this survey is female.

Second question in the demographic profile as shown in Table 1 (Appendix A), is the type of banks that the employees work for. There are four selected banks which are RHB, CIMB, Maybank and Bank Islam. Bank Islam holds the highest frequency of 116 respondents that is equivalent to 29%. Subsequently, both CIMB and Maybank hold the frequency of 100 respondents and shared the same percentage of 25% respectively. Lastly, RHB holds the lowest frequency among the four banks which is 84 respondents that is equal to 21%. To be concluded, most of the respondents in this survey are bank employees from Bank Islam.

Meanwhile, the third question of the demographic profile shown in Table 1 (Appendix A) is the current position held by the bank employees whether they are the officer, clerk or others. The employees that work as clerk held the frequency of 189 respondents which is equal to 47.3%. Meanwhile, the second highest frequency was held by the officer which is 126 respondents that is equivalent to 31.5%. Lastly, the position other than clerk and officer held the frequency of 85 respondents that is equivalent to 21.2%. Thus, the majority of the respondents are the bank employees who are working as clerks.

Afterwards, the fourth question in the questionnaires is the bank employees' length of services either that they are working for less than two years, three to five years, 6 to 10 years or more than 11 years. Based on Table 1 (Appendix A), most of the employees that work for 3-5 years holds the frequency 153 respondents that also holds the percentage of 38.3%.

Other than that, the second last question in the questionnaires is either the selected banks are implementing flexible working arrangement or otherwise for their employees. From the questions, there are 299 respondents who stated that they had flexible working arrangement with the percentage of 74.8%. Meanwhile, the rest of 101 respondents stated they did not practice the flexible working arrangement that is equal to 25.2%. Most of the bank employees are able to practice flexible working arrangements.

Last question in the survey for demographic profile is the employees' work modes on how many times they are working from home or work from home is not applicable in their workplace. Based on Table 1 (Appendix A), most of the employees did not practice working from home with the frequency of 199 that is equal to 49.8%. Meanwhile, there are respondents that stated that work from home is not applicable in their workplace with the frequency of 44 respondents that is equivalent to 11%. The rest are the employees that manage to work from home either for all the time or just for few times a week. For employees that manage to work from home for all the time holds the frequency of 70 that is equivalent to 17.5%. Lastly, for the employee that only manage to work from home just a few times in a week holds the frequency of 87 with the percentage of 21.8%. To be concluded, most of the employees are working from their work sites for their work modes.

4.5 Descriptive Analysis

Descriptive statistics describe numerical data and enable us to categorize them by the number of variables involved: univariate, bivariate, or multivariate (for one, two, and three or more variables) (Neuman, 2014). In descriptive analysis, the central tendency will be measured through mean, median and mode which are known as the measures of the center of the frequency distribution in order to summarize the information about one variable into a single number (Neuman, 2014).

4.5.1 Full-Range Leadership (Independent Variable)

The central tendency level of full-range leadership is the highest at these two items which are "Top managements instill pride in others for being associated with them" with the mean of 4.32 and standard deviation of 0.800. Next item is, "Top management focuses attention on irregularities, exceptions, and deviations from standards" with the mean 4.31 and standard deviation of 0.759. On the other hand, the lowest mean from these two items which are "Managers avoid getting involved when important issues arise" and "Managers avoid making decisions" with both of the mean is 2.59 and standard deviation is 1.496 and 1.506 respectively. These two items share the same central tendency level which is medium. To be concluded, the overall mean for all 36 items in full-range leadership is 3.87 and the standard deviation is 0.395.

4.5.2 Employee Engagement (Dependent Variable)

The highest central tendency levels are from the items which is the first one is "I am proud of the work I do" with the mean of 4.30 and standard deviation of 0.714. It is considered as high tendency level based on the central tendency. Next, the items are "At work, I always persevere even when things are not going well" and "Time flies when I am working" share the same mean of 4.29 and standard deviation of 0.762 and 0.805 respectively. Meanwhile, the lowest mean from the three items which are even considered as medium central tendency levels. The first item is, "When I am working, I forget about everything else around me" with the mean of 3.62 and standard deviation of 1.382. The next items are, "I get carried away when I am working" and "It is difficult to detach myself from my job" along with the mean of 3.56 and 3.44, standard deviation of 1.413 and 1.430 respectively. To sum up, the overall mean and total standard deviation of all 17 items for employee engagement (dependent variable) is 4.09 and 0.501 respectively.

4.6 Normality Test

Normality test is the procedure to determine whether the dataset of the research follows the normal distribution or otherwise. Generally, histograms, stem-and-leaf plots, box plots, percent-percent (P-P) plots, quantile-quantile (Q-Q) plots, plots of the empirical cumulative distribution function and other variants of probability plots have most application for normality assumption checking (Rani Das, 2016). On the other hand, Kolmogorov-Smirnov and the Shapiro-Wilk test are also considered as the test for normality assumption. If the p-value is above 0.05, then the data is considered as normal. Meanwhile, if the p-value is below 0.05, then the data is considered as not normal.

The significant levels of full-range leadership and employee engagement are both <0.000 , which means that the data is not normal since the p-value indicates that the results is below 0.05. Therefore, the researcher used non-parametric analysis which is the Spearman's Rho correlation coefficient for this research.

4.7 Correlation Analysis

Correlation is meant for exploring the degree of relationship between two variables in consideration. The measure to quantify the level of relationship between the variables is the correlation coefficient. Generally, two correlation coefficients are used in applications, namely: Pearson's Product Moment Correlation Coefficient and Spearman's Rank Correlation Coefficient (Senthilnathan, 2019).

According to Schober (2018), the interpretation of the correlation coefficient are as follows where in between the correlation coefficient of 0.00 to 0.10, it indicates the negligible correlation of the relationship between full-range leadership and employee engagement. Next, correlation coefficient in range of 0.10 to 0.39 indicates the weak correlation of the relationship between full-range leadership and employee engagement. Following by 0.40 to 0.69 indicates the moderate correlation of the relationship of the two variables. 0.70 to 0.89 indicates the strong correlation of the relationship between two variables. Last but not least, 0.90 to 1.00 is the strongest correlation to quantify the level of relationship.

4.7.1 Spearman's Rho Non-Parametric Correlation

The non-parametric correlation by using Spearman's Rho, as the dataset is not normal since $p = 0.000$ according to the results in normality test. There is a moderate correlation of the relationship between full-range leadership and employee engagement according to the absolute magnitude of the observed correlation coefficient that is equal to $r = 0.511$.

4.8 Summary

To summarize, the results and discussion in this chapter are based on the distributed questionnaires of 400 respondents which are the bank employees of RHB, CIMB, Bank Islam and Maybank in Malaysia. The results of the questionnaires are being analyzed by using Statistical Package for Social Science (SPSS) to gain the desired output to achieve the research objectives. The results and discussion in this chapter are including return rate, reliability analysis, demographic analysis, descriptive analysis, normality test and correlation analysis between full-range leadership and employee engagement. At the end of the analysis procedure, researcher manage to gain the desired outcomes from this research.

5. Discussions, Recommendations and Conclusion

5.1 Introduction

Summary of the research findings from the previous chapter which was Chapter 4 is included in this chapter to be reviewed briefly. Major discussions of this chapter would be on research objectives 1, 2 and 3 that would be explained thoroughly along with the research findings through the IBM Statistical Package for Social Science (SPSS). After all, implications of research, research limitations, and some recommendations are also included in this chapter for future references. Lastly, conclusion is the last sub topic that would be the end of this chapter.

5.2 Discussions on Research Objectives

5.2.1 Discussion on Research Objective 1

The first objective of this research was *"to determine the level of full-range leadership among bank employees of the selected banks in Malaysia"*.

Based on the previous findings in Chapter 4, the researcher managed to accomplish the objectives through the analysis that had been made in IBM Statistical Package for Social Science (SPSS). From the findings in descriptive analysis, the overall mean of full-range leadership is 3.87 along with the standard deviation of 0.395. This indicates that the central tendency level of full-range leadership among bank employees was high.

As for bank employees, some approaches are crucial for top managements to take the actions as the role models in the organization. Good example shown such as attitudes and communication skills to the employees would eventually lead them to transcend their self-interest to work harder for the organization's success. Clear and consistent communication of what is expected from the employees, pave the way for engaged workforce (Kompaso & Sridevi, 2010).

5.2.2 Discussion on Research Objective 2

The second objective of this research was *"to determine the level of employee engagement among bank employees of the selected banks in Malaysia"*.

According to research findings of descriptive analysis on employee engagement, the overall mean of employee engagement is 4.09 with the standard deviation of 0.501 based on the analysis in SPSS. The tendency level of employee engagement is considered as high.

The willingness of the company staff to contribute more to the success of the organization are depending on how the effectiveness of the leadership skills performed by top managements in the organization. For example, it is a duty for transformational leaders who are proactive, on how to raise the followers' awareness for transcendent collective interests, and help the followers achieve the organizations' extraordinary goals (Antonakis *et al.*, 2003).

5.2.3 Discussion on Research Objective 3

The third objective of this research was “to determine the relationship between full-range leadership and employee engagement among bank employees of the selected banks in Malaysia”.

Based on research findings in Spearman's rho non-parametric correlation, there is the moderate correlation of the relationship between full-range leadership and employee engagement among bank employees of the selected banks in Malaysia. The correlation coefficient, $r = 0.511$ indicates the moderate correlation based on the correlation coefficient interpretation (Schober *et al.*, 2018).

From the correlation, it shows that there are factors that can affect the employee engagement due to the full-range leadership influence in the organization. Effective leadership plays a key role in driving employee engagement of bank employees. Leaders who provide clear direction, support, recognition, and involve employees in the decision-making process have a positive impact on engagement (Bakker *et al.*, 2011).

5.3 Implications of the Research

Each of the research objectives had been provided with the research findings to show the relevancy of this study. The relationship between full-range leadership and employee engagement of bank employees at the selected banks in Malaysia is the research that involved people in the society. People can gain valuable insights as a reference from this study especially when they go to work. At work, people can learn how to enjoy their working habits and engage well with their work either they are employees or employers. However, low employee engagement might cause negative effects to the company or organization's management and profits.

Meanwhile, if the employees are well engaged with their works, the company's productivity increased as well. One of the strategies that the company can implement in order to enhance their employee's engagement is by focusing on top performer employees. Based on the study conducted by Watson Wyatt Worldwide in 2004/05 on HR practices of 50 large USA firms, it had been proven that, top companies and organizations usually are focusing on their top-performing employees. Moreover, from the same study, firms are doing the favor on anything that top-performing employees are asking for and this reduces the turnover of high-performing employees and as a result, it leads to top business performance.

5.4 Limitations of Research

The sample size of 400 respondents of bank employees at the selected banks in Malaysia was actually small in number in order to draw the generalizable conclusion that involved 375,000 of the employee's population in financial sector (Statista Report, 2023). More diverse sample size can provide more comprehensive understanding regarding the studies.

Moreover, the sample size selection of this research is basically considered as sampling bias since the demographic part in the questionnaires only focus on specific group of people which is the bank employees. Sampling bias is one the potential limitation of the research and it is also considered as the sampling method. Other than that, the limited generalizability of sampling method. It happened when, if the sampling method for the representative sample size did not produce the desired results for the research, the validity of data might be questionable.

Lastly, the time constraints for this research. The amount of time needed to collect the data within the three months period, had restricted the researcher to narrow down the scope of the respondents in demographic profile. Apparently, the scope of the research had been narrowed down as well it might be less comprehensive to provide wider understanding of the research.

5.5 Recommendations of the Research

The first recommendation is regarding the small sample size. The alternative in order to provide better valuable insights of the research is by conducting the follow-up study to obtain larger and diverse sample size. Larger sample size can lead to a better generalizability conclusion. Moreover, larger sample size can prevent sampling bias due to diversification of the respondents.

Apart from that, recommendation for time constraints as an alternative is by implementing few strategies to engage well with the participants in this research. More time allocation while conducting the research to collect data enable the researcher to build a relationship and establish trust of the participants in order for them to engage well in this research and remarked as the thoughtful involvement.

5.6 Conclusion

From the distributed questionnaires, the researcher managed to analyze the data to achieve the research objectives. The first research objective is “to determine the level of full-range leadership among bank employees of the selected banks in Malaysia” had been determined the level by the overall mean of full-range leadership is 3.87 along with the standard deviation of 0.395. Meanwhile, the second objective “to determine the level of employee

engagement among bank employees of the selected banks in Malaysia” had the overall mean of 4.09 with the standard deviation of 0.501. Lastly, “*to determine the relationship between full-range leadership and employee engagement among bank employees of the selected banks in Malaysia*”. From the analysis of IBM Statistical Package for Social Science (SPSS), there is the moderate correlation of the relationship between full-range leadership and employee engagement among bank employees of the selected banks in Malaysia since $r = 0.511$. Therefore, the researcher managed to achieve all of the objectives in this research successfully.

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Conflict of Interest

Authors declare that there is no conflict of interests regarding the publication of the paper.

Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** A.I.Z. and N.H.A.; **data collection:** A.I.Z.; **analysis and interpretation of results:** A.I.Z. and N.H.A.; **draft manuscript preparation:** A.I.Z. and N.H.A. All authors reviewed the results and approved the final version of the manuscript.

Appendix A

Table 1 Demographic profile

Section A (Demographic Profile)	Frequency	Percentage (%)
Gender		
Female	236	59
Male	164	41
Bank		
RHB	84	21
CIMB	100	25
Maybank	100	25
Bank Islam	116	29
Current Position		
Officer	126	31.5
Clerk	189	47.3
Others	85	21.2
Length of Service		
Less than 2 years	121	30.3
3-5 years	153	38.3
6-10 years	110	27.5
More than 11 years	16	4
Flexible Working Arrangements		
Yes	299	74.8
No	101	25.2
Work from Home		
No	199	49.8
Yes, all the time	70	17.5
Yes, few times a week	87	21.8
Not applicable	44	11

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