

Leadership, Engagement and Motivation

View Online



A new model for employee engagement | Deloitte University Press. (no date) [online].

Available from:

<https://dupress.deloitte.com/dup-us-en/deloitte-review/issue-16/employee-engagement-strategies.html>.

Aastha Gulati (2014) Employee Engagement: Does Individual Personality Matter. *Journal of Management Research*. 14 (1), South Asia Publications.

Abstein, A. and Spieth, P. (2014) Exploring HRM Meta-Features that Foster Employees' Innovative Work Behaviour in Times of Increasing Work-Life Conflict. *Creativity and Innovation Management*. [online]. 23 (2), pp.211-225.

Akhtar, R., Boustani, L., Tsivrikos, D. and Chamorro-Premuzic, T. (2015) The engageable personality: Personality and trait EI as predictors of work engagement. *Personality and Individual Differences*. [online]. 73, pp.44-49.

Alagaraja, M. and Shuck, B. (2015) Exploring Organizational Alignment-Employee Engagement Linkages and Impact on Individual Performance. *Human Resource Development Review*. [online]. 14 (1), pp.17-37.

Albrecht, S.L. (2012) The influence of job, team and organizational level resources on employee well-being, engagement, commitment and extra-role performance. *International Journal of Manpower*. [online]. 33 (7), pp.840-853.

Alessandri, Guido, Borgogni, Laura, Schaufeli, Wilmar B, Caprara, Gian Vittorio, Consiglio, Chiara (no date) From Positive Orientation to Job performance: The Role of Work Engagement and Self-efficacy Beliefs. *Journal of Happiness Studies*. [online]. 16 (3), pp.767-788. Available from:

<https://search-proquest-com.ezproxy.uwe.ac.uk/docview/1674611163?pq-origsite=summon>.

Alex Linley, P., Maltby, J., Wood, A.M., Joseph, S., Harrington, S., Peterson, C., Park, N. and Seligman, M.E.P. (2007) Character strengths in the United Kingdom: The VIA Inventory of Strengths. *Personality and Individual Differences*. [online]. 43 (2), pp.341-351.

Anderson, Neil, Herriot, Peter, Hodgkinson, Gerard P (no date) The practitioner-researcher divide in industrial, work and organizational (IWO) psychology: Where are we now, and where do we go from here? *Journal of Occupational and Organizational Psychology*. [online]. 74, pp.391-411. Available from:

<https://search-proquest-com.ezproxy.uwe.ac.uk/docview/199344386?pq-origsite=summon>.

Anja Van den Broeck (no date) Not all job demands are equal: Differentiating job hindrances and job challenges in the Job Demands–Resources model. *European Journal of Work and Organizational Psychology*. [online]. 19 (6), Psychology Press, pp.735–759. Available from:
<http://www-tandfonline-com.ezproxy.uwe.ac.uk/doi/abs/10.1080/13594320903223839>.

Anja Van den Broeck (no date) Not all job demands are equal: Differentiating job hindrances and job challenges in the Job Demands–Resources model. *European Journal of Work and Organizational Psychology*. [online]. 19 (6), Psychology Press, pp.735–759. Available from:
<http://www-tandfonline-com.ezproxy.uwe.ac.uk/doi/abs/10.1080/13594320903223839>.

Arvey, R D Murphy, K R (1998) Performance evaluation in work settings. *Annual Review of Psychology*. [online]. 49, pp.141–68. Available from:
<https://search-proquest-com.ezproxy.uwe.ac.uk/docview/1518367009?pq-origsite=summon>.

Attridge, M. (2009) Measuring and Managing Employee Work Engagement: A Review of the Research and Business Literature. *Journal of Workplace Behavioral Health*. [online]. 24 (4), pp.383–398.

Bailey, C., Delbridge, R., Alfes, K., Shantz, A. and Soane, E. (eds.) (2013) *Employee engagement in theory and practice* [online]. London, Routledge. Available from:
<http://www.vlebooks.com/vleweb/product/openreader?id=WofEngland&isbn=9780203076965>.

Bakker, A. and Work engagement, performance and active learning : the role of conscientiousness Bakker, AB (2012) Work engagement, performance and active learning : the role of conscientiousness. *Journal of vocational behavior*. [online]. 80 (2). Available from:
http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Work+engagement%2C+performance+and+active+learning+%3A+the+role+of+conscientiousness&rft.jtitle=Journal+of+Vocational+Behavior&rft.au=Bakker%2C+AB&rft.au=Demerouti%2C+E+Evangelia+%3D+Eva&rft.au=Ten+Brummelhuis%2C+LL&rft.date=2012&rft.issn=0001-8791&rft.eissn=1095-9084&rft.volume=80&rft.issue=2&rft.spage=555&rft.externalDocID=tue_oai_library_tue_nl_749320.

Bakker, A.B. (2011) An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science*. [online]. 20 (4), pp.265–269.

Bakker, A.B. (2014) Daily Fluctuations in Work Engagement. *European Psychologist*. [online]. 19 (4), pp.227–236.

Bakker, A.B., Demerouti, E. and Sanz-Vergel, A.I. (2014) Burnout and Work Engagement: The JD–R Approach. *Annual Review of Organizational Psychology and Organizational Behavior*. [online]. 1, pp.389–411. Available from:
https://www.isonderhouden.nl/doc/pdf/arnoldbakker/articles/articles_arnold_bakker_348.pdf.

- Bakker, A.B., Tims, M. and Derks, D. (2012a) Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*. [online]. 65 (10), pp.1359–1378. Available from: <https://journals-sagepub-com.ezproxy.uwe.ac.uk/doi/full/10.1177/0018726712453471>.
- Bakker, A.B., Tims, M. and Derks, D. (2012b) Proactive personality and job performance: The role of job crafting and work engagement. *Human Relations*. [online]. 65 (10), pp.1359–1378.
- Barbuto, John E., Jr (2005) Motivation and transactional, charismatic, and transformational leadership: a test of antecedents. *Journal of Leadership & Organizational Studies*. [online]. 11 (4), Sage Publications, Inc. Available from: <https://journals-sagepub-com.ezproxy.uwe.ac.uk/doi/pdf/10.1177/107179190501100403>.
- Bartram, D. (2005) The Great Eight Competencies: A Criterion-Centric Approach to Validation. *Journal of Applied Psychology*. [online]. 90 (6), pp.1185–1203.
- Beal, D.J., Weiss, H.M., Barros, E. and MacDermid, S.M. (2005) An Episodic Process Model of Affective Influences on Performance. *Journal of Applied Psychology*. [online]. 90 (6), pp.1054–1068.
- BFM: The Business Radio Station - Leadership Killing Employee Engagement. (no date) [online]. Available from: <http://www.bfm.my/rc-leadership-killing-employee-engagement-lewis-garrad-sirota-asia-pacific.html>.
- Binnewies, C., Sonnentag, S. and Mojza, E.J. (2009) Feeling recovered and thinking about the good sides of one's work. *Journal of Occupational Health Psychology*. [online]. 14 (3), pp.243–256.
- Bititci, U., Garengo, P., Dörfler, V. and Nudurupati, S. (2012) Performance Measurement: Challenges for Tomorrow*. *International Journal of Management Reviews*. [online]. 14 (3), pp.305–327.
- Bolino, M.C., Hsiung, H.-H., Harvey, J. and LePine, J.A. (2015) "Well, I'm tired of tryin'!" Organizational citizenship behavior and citizenship fatigue. *Journal of Applied Psychology*. [online]. 100 (1), pp.56–74.
- Bono, J.E. and Judge, T.A. (2004) Personality and Transformational and Transactional Leadership: A Meta-Analysis. *Journal of Applied Psychology*. [online]. 89 (5), pp.901–910.
- Bowling, N.A. (2007) Is the job satisfaction–job performance relationship spurious? A meta-analytic examination. *Journal of Vocational Behavior*. [online]. 71 (2), pp.167–185.
- Bowling, N.A. and Eschleman, K.J. (2010) Employee personality as a moderator of the relationships between work stressors and counterproductive work behavior. *Journal of Occupational Health Psychology*. [online]. 15 (1), pp.91–103.
- Bowling, N.A., Khazon, S., Meyer, R.D. and Burrus, C.J. (2015) Situational Strength as a Moderator of the Relationship Between Job Satisfaction and Job Performance: A Meta-Analytic Examination. *Journal of Business and Psychology*. [online]. 30 (1), pp.89–104.
- Breevaart, K., Bakker, A., Hetland, J., Demerouti, E., Olsen, O.K. and Espevik, R. (2014)

Daily transactional and transformational leadership and daily employee engagement. *Journal of Occupational and Organizational Psychology*. [online]. 87 (1), pp.138-157.

Breevaart, K., Bakker, A.B., Demerouti, E. and van den Heuvel, M. (2015) Leader-member exchange, work engagement, and job performance. *Journal of Managerial Psychology*. [online]. 30 (7), pp.754-770. Available from: http://dd6lh4cz5h.search.serialssolutions.com/?url_ver=Z39.88-2004&rft.jtitle=Journal+of+Applied+Psychology&rft.atitle=Leader-member+exchange+and+citizenship+behaviors%3A+A+meta-analysis.&rft_id=info%3Adoi%2F10.1037%2F0021-9010.92.1.269&rft.volume=92&rft.spage=269&rft.issn=0021-9010&rft.epage=277&rft.issue=1&rft.eissn=1939-1854&rft.date=2007&rft.aufirst=Remus&rft.aulast=Ilies.

Breevaart, Kimberley Bakker, Arnold B. Demerouti, Evangelia van den Heuvel, Machteld (2015) Leader-member exchange, work engagement, and job performance. *Journal of Managerial Psychology*. [online]. 30 (7), pp.754-770. Available from: <https://search-proquest-com.ezproxy.uwe.ac.uk/docview/1704496920?pq-origsite=summon>.

Briner, R. and Evidence-based management: concept cleanup time? Briner, Rob B (1AD) Evidence-based management: concept cleanup time? *Academy of Management perspectives*. [online]. 23 (4). Available from: http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Evidence-based+management%3A+concept+cleanup+time%3F&rft.jtitle=The+Academy+of+Management+Perspectives&rft.au=Briner%2C+Rob+B&rft.au=Denyer%2C+David&rft.au=Rousseau%2C+Denise+M&rft.date=2009-11-01&rft.pub=Academy+of+Management&rft.issn=1558-9080&rft.eissn=1943-4529&rft.volume=23&rft.issue=4&rft.spage=19&rft.externalDBID=BSHEE&rft.externalDocID=217468297.

Briner, R.B. and Rousseau, D.M. (2011) Evidence-Based I-O Psychology: Not There Yet. *Industrial and Organizational Psychology*. [online]. 4 (01), pp.3-22.

Briner, R.B. and Walshe, N.D. (2013) The Causes and Consequences of a Scientific Literature We Cannot Trust: An Evidence-Based Practice Perspective. *Industrial and Organizational Psychology*. [online]. 6 (03), pp.269-272.

Burke, R.J. and Cooper, C.L. (eds.) (2007) Building more effective organizations: HR management and performance in practice [online]. Cambridge, Cambridge University Press. Available from: <http://ezproxy.uwe.ac.uk/login?url=http://dx.doi.org/10.1017/CBO9780511802928>.

Bynum, B.H., Hoffman, B.J., Meade, A.W. and Gentry, W.A. (2013) Reconsidering the Equivalence of Multisource Performance Ratings: Evidence for the Importance and Meaning of Rater Factors. *Journal of Business and Psychology*. [online]. 28 (2), pp.203-219.

Cerasoli, C. and Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis Cerasoli, Christopher P (1ADa) Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological bulletin*.

[online]. 140 (4). Available from:

http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rfr_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Intrinsic+motivation+and+extrinsic+incentives+jointly+predict+performance%3A+A+40-year+meta-analysis&rft.jtitle=Psychological+Bulletin&rft.au=Cerasoli%2C+Christopher+P&rft.au=Nicklin%2C+Jessica+M&rft.au=Ford%2C+Michael+T&rft.date=2014-07-01&rft.pub=American+Psychological+Association%2C+Inc&rft.issn=0033-2909&rft.eissn=1939-1455&rft.volume=140&rft.issue=4&rft.spage=980&rft.externalDBID=BSHEE&rft.externalDocID=375138372.

Cerasoli, C. and Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis Cerasoli, Christopher P (1ADb) Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological bulletin*.

[online]. 140 (4). Available from:

http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rfr_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Intrinsic+motivation+and+extrinsic+incentives+jointly+predict+performance%3A+A+40-year+meta-analysis&rft.jtitle=Psychological+Bulletin&rft.au=Cerasoli%2C+Christopher+P&rft.au=Nicklin%2C+Jessica+M&rft.au=Ford%2C+Michael+T&rft.date=2014-07-01&rft.pub=American+Psychological+Association%2C+Inc&rft.issn=0033-2909&rft.eissn=1939-1455&rft.volume=140&rft.issue=4&rft.spage=980&rft.externalDBID=BSHEE&rft.externalDocID=375138372.

Cerasoli, C.P., Nicklin, J.M. and Ford, M.T. (2014) Intrinsic motivation and extrinsic incentives jointly predict performance: A 40-year meta-analysis. *Psychological Bulletin*. [online]. 140 (4), pp.980–1008.

Chambel, M.J. and Oliveira-Cruz, F. (2010) Breach of psychological contract and the development of burnout and engagement: A longitudinal study among soldiers on a peacekeeping mission. *Military Psychology*. [online]. 22 (2), pp.110–127. Available from: <https://ezproxy.uwe.ac.uk/login?url=https://www.tandfonline.com/doi/full/10.1080/08995601003638934>.

Chaudhary, R. (2014) A multilevel investigation of the factors influencing work engagement. *The Psychologist-Manager Journal*. [online]. 17 (2), pp.128–158.

Chaurasia, S. and Psychological capital, LMX, employee engagement & work role performance Chaurasia, Swati (1AD) Psychological capital, LMX, employee engagement & work role performance. *Indian journal of industrial relations*. [online]. 50 (2). Available from:

http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rfr_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Psychological+capital%2C+LMX%2C+employee+engagement+%26+work+role+performance&rft.jtitle=Indian+Journal+of+Industrial+Relations&rft.au=Chaurasia%2C+Swati&rft.au=Shukla%2C+Archana&rft.date=2014-10-01&rft.pub=Shri+Ram+Centre+for+Industrial+Relations+and+Human+Resources&rft.issn=0019-5286&rft.volume=50&rft.issue=2&rft.spage=342&rft.externalDBID=IAO&rft.externalDocID=427666428.

- Cheri Botha (no date) A structural model of job resources, organisational and individual strengths use and work engagement. *SA Journal of Industrial Psychology*. [online]. 40 (1), pp.e1–e11. Available from: <https://doaj.org/article/e5b1748587114762bdd5c11852f2333e>.
- Choong, K.K. (2014) Has this large number of performance measurement publications contributed to its better understanding? A systematic review for research and applications. *International Journal of Production Research*. [online]. 52 (14), pp.4174–4197.
- CHRISTIAN, M.S., GARZA, A.S. and SLAUGHTER, J.E. (2011a) WORK ENGAGEMENT: A QUANTITATIVE REVIEW AND TEST OF ITS RELATIONS WITH TASK AND CONTEXTUAL PERFORMANCE. *Personnel Psychology*. [online]. 64 (1), pp.89–136.
- CHRISTIAN, M.S., GARZA, A.S. and SLAUGHTER, J.E. (2011b) WORK ENGAGEMENT: A QUANTITATIVE REVIEW AND TEST OF ITS RELATIONS WITH TASK AND CONTEXTUAL PERFORMANCE. *Personnel Psychology*. [online]. 64 (1), pp.89–136.
- Cropanzano, R. and Wright, T.A. (2001) When a 'happy' worker is really a 'productive' worker: A review and further refinement of the happy-productive worker thesis. *Consulting Psychology Journal: Practice and Research*. [online]. 53 (3), pp.182–199.
- Dalal, R.S. (2005a) A Meta-Analysis of the Relationship Between Organizational Citizenship Behavior and Counterproductive Work Behavior. *Journal of Applied Psychology*. [online]. 90 (6), pp.1241–1255.
- Dalal, R.S. (2005b) A Meta-Analysis of the Relationship Between Organizational Citizenship Behavior and Counterproductive Work Behavior. *Journal of Applied Psychology*. [online]. 90 (6), pp.1241–1255.
- Damon Drown (2013) Team-Member Exchange and Work Engagement: Does Personality Make a Difference? *Journal of Business and Psychology*. [online]. 28 (1), Springer Science & Business Media.
- Deckop, J.R., Mangel, R. and Cirka, C.C. (1999) RESEARCH NOTES. GETTING MORE THAN YOU PAY FOR: ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND PAY-FOR-PERFORMANCE PLANS. *Academy of Management Journal*. [online]. 42 (4), pp.420–428.
- DeGroot, T., Kiker, D.S. and Cross, T.C. (2009) A Meta-Analysis to Review Organizational Outcomes Related to Charismatic Leadership. *Canadian Journal of Administrative Sciences / Revue Canadienne des Sciences de l'Administration*. [online]. 17 (4), pp.356–372.
- Demerouti, Evangelia (2014) Daily self-management and employee work engagement. *Journal of Vocational Behavior*. [online]. 84 (1), Elsevier B.V.
- DeNisi, A.S. and Pritchard, R.D. (2006) Performance Appraisal, Performance Management and Improving Individual Performance: A Motivational Framework. *Management and Organization Review*. [online]. 2 (02), pp.253–277.
- Derks, D., van Duin, D., Tims, M. and Bakker, A.B. (2015a) Smartphone use and work-home interference: The moderating role of social norms and employee work engagement. *Journal of Occupational and Organizational Psychology*. [online]. 88 (1), pp.155–177.

- Derks, D., van Duin, D., Tims, M. and Bakker, A.B. (2015b) Smartphone use and work-home interference: The moderating role of social norms and employee work engagement. *Journal of Occupational and Organizational Psychology*. [online]. 88 (1), pp.155-177.
- DeVaro, J., Li, R. and Brookshire, D. (2007) Analysing the job characteristics model: new support from a cross-section of establishments. *The International Journal of Human Resource Management*. [online]. 18 (6), pp.986-1003.
- Dust, S.B., Resick, C.J. and Mawritz, M.B. (2014) Transformational leadership, psychological empowerment, and the moderating role of mechanistic-organic contexts. *Journal of Organizational Behavior*. [online]. 35 (3), pp.413-433.
- Edward L. Deci (2005) Self-Determination Theory and Work Motivation. *Journal of Organizational Behavior*. 26 (4), John Wiley & Sons, pp.331-362.
- Engaged to Perform: A new perspective on employee engagement. (no date) [online]. Available from: https://www.lancaster.ac.uk/media/lancaster-university/content-assets/documents/lums/cp/hr/Employee_Engagement_.pdf.
- Engagement | Work Foundation. (no date) [online]. Available from: http://www.theworkfoundation.com/?s=engagement&post_type=reports.
- Erez, A. and Judge, T.A. (2001) Relationship of core self-evaluations to goal setting, motivation, and performance. *Journal of Applied Psychology*. [online]. 86 (6), pp.1270-1279.
- Fang, M. and Gerhart, B. (2012) Does pay for performance diminish intrinsic interest? *The International Journal of Human Resource Management*. [online]. 23 (6), pp.1176-1196.
- Folan, P. and Browne, J. (2005) A review of performance measurement: Towards performance management. *Computers in Industry*. [online]. 56 (7), pp.663-680.
- Franco-Santos, M. and Contemporary performance measurement systems: A review of their consequences and a framework for research Franco-Santos, Monica (1AD) Contemporary performance measurement systems: A review of their consequences and a framework for research. *Management accounting research*. [online]. 23 (2). Available from: http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Contemporary+performance+measurement+systems%3A+A+review+of+their+consequences+and+a+framework+for+research&rft.jtitle=Management+Accounting+Research&rft.au=Monica+Franco-Santos&rft.au=Lorenzo+Lucianetti&rft.au=Mike+Bourne&rft.date=2012-06-01&rft.pub=Elsevier+Science+Ltd&rft.issn=1044-5005&rft.eissn=1096-1224&rft.volume=23&rft.issue=2&rft.spage=79&rft.externalDocID=2675240781.
- Frese, Michael (2007) Let's put the person back into entrepreneurship research: A meta-analysis on the relationship between business owners' personality traits, business creation, and success. *European Journal of Work and Organizational Psychology*. [online]. 16 (4), Psychology Press.

Gagne, M. (ed.) (2014) *The Oxford handbook of work engagement, motivation, and self-determination theory* [online]. New York, NY, Oxford University Press. Available from: <http://www.vlebooks.com/vleweb/product/openreader?id=WofEngland&isbn=9780199794980>.

Gagné, M. and Deci, E.L. (2005) Self-determination theory and work motivation. *Journal of Organizational Behavior*. [online]. 26 (4), pp.331-362. Available from: <https://search-proquest-com.ezproxy.uwe.ac.uk/sociology/docview/224880413/fulltextPDF/208B47E9AF0E41CAPQ/1?accountid=14785>.

Gagné, Marylène (2015) Transformational leadership and optimal functioning at work: On the mediating role of employees' perceived job characteristics and motivation. *Work & Stress*. [online]. 29 (1), Routledge.

Gallup Q12® Meta-Analysis Report | Gallup. (no date)

Gerbas, A. and Destructive de-energizing relationships: how thriving buffers their effect on performance Gerbas, Alexandra (1AD) Destructive de-energizing relationships: how thriving buffers their effect on performance. *Journal of applied psychology*. [online]. 100 (5). Available from:

http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Destructive+de-energizing+relationships%3A+how+thriving+buffers+their+effect+on+performance&rft.jtitle=Journal+of+Applied+Psychology&rft.au=Gerbas%2C+Alexandra&rft.au=Porath%2C+Christine+L&rft.au=Parker%2C+Andrew&rft.au=Spreitzer%2C+Gretchen&rft.date=2015-09-01&rft.pub=American+Psychological+Association%2C+Inc&rft.issn=0021-9010&rft.eissn=1939-1854&rft.volume=100&rft.issue=5&rft.spage=1423&rft.externalDBID=BKMMT&rft.externalDocID=435540496.

Gerhart, B. and Fang, M. (2014) Pay for (individual) performance: Issues, claims, evidence and the role of sorting effects. *Human Resource Management Review*. [online]. 24 (1), pp.41-52.

Grant, A.M. (2008a) Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*. [online]. 93 (1), pp.48-58.

Grant, A.M. (2008b) Does intrinsic motivation fuel the prosocial fire? Motivational synergy in predicting persistence, performance, and productivity. *Journal of Applied Psychology*. [online]. 93 (1), pp.48-58.

Green, P.I., Finkel, E.J., Fitzsimons, G.M. and Gino, F. (2017) The energizing nature of work engagement: Toward a new need-based theory of work motivation. *Research in Organizational Behavior*. [online]. 37, pp.1-18.

Greenberg, J. (2003) Creating unfairness by mandating fair procedures: the hidden hazards of a pay-for-performance plan. *Human Resource Management Review*. [online]. 13 (1), pp.41-57.

Griffin, M. and A New Model of Work Role Performance: Positive Behavior in Uncertain and

Interdependent Contexts Griffin, Mark A (1AD) A New Model of Work Role Performance: Positive Behavior in Uncertain and Interdependent Contexts. *Academy of Management Journal*. [online]. 50 (2), pp.327–347. Available from: http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=A+New+Model+of+Work+Role+Performance%3A+Positive+Behavior+in+Uncertain+and+Interdependent+Contexts&rft.jtitle=The+Academy+of+Management+Journal&rft.au=Mark+A.+Griffin&rft.au=Andrew+Neal&rft.au=Sharon+K.+Parker&rft.date=2007-04-01&rft.pub=Academy+of+Management&rft.issn=0001-4273&rft.eissn=1948-0989&rft.volume=50&rft.issue=2&rft.spage=327&rft.epage=347&rft.externalDocID=20159857.

Gruman, J.A. and Saks, A.M. (2011a) Performance management and employee engagement. *Human Resource Management Review*. [online]. 21 (2), pp.123–136.

Gruman, J.A. and Saks, A.M. (2011b) Performance management and employee engagement. *Human Resource Management Review*. [online]. 21 (2), pp.123–136.

Gruman, J.A. and Saks, A.M. (2011c) Performance management and employee engagement. *Human Resource Management Review*. [online]. 21 (2), pp.123–136.

Gruman, J.A. and Saks, A.M. (2011d) Performance management and employee engagement. *Human Resource Management Review*. [online]. 21 (2), pp.123–136.

Guest, D. (2014) Employee engagement: a sceptical analysis. *Journal of Organizational Effectiveness: People and Performance*. [online]. 1 (2), pp.141–156.

Guest, D.E. and Zijlstra, F.R.H. (2012) Academic perceptions of the research evidence base in work and organizational psychology: A European perspective. *Journal of Occupational and Organizational Psychology*. [online]. 85 (4), pp.542–555.

Hansen, A., Byrne, Z. and Kiersch, C. (2014) How interpersonal leadership relates to employee engagement. *Journal of Managerial Psychology*. [online]. 29 (8), pp.953–972.

Harter, J.K., Schmidt, F.L. and Hayes, T.L. (2002) Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*. [online]. 87 (2), pp.268–279.

Haslam, S. Alexander (2005) Improving work motivation and performance in brainstorming groups: The effects of three group goal-setting strategies. *European Journal of Work and Organizational Psychology*. [online]. 14 (4), Psychology Press.

Haslam, S AlexanderEggins, Rachael AReynolds, Katherine J (no date) The ASPIRe model: Actualizing social and personal identity resources to enhance organizational outcomes. *Journal of Occupational and Organizational Psychology*. [online]. 76, pp.83–114. Available from: <https://search-proquest-com.ezproxy.uwe.ac.uk/docview/199347460?pq-origsite=summon>.

Haslam, S AlexanderEggins, Rachael AReynolds, Katherine J (no date) The ASPIRe model: Actualizing social and personal identity resources to enhance organizational outcomes.

- Journal of Occupational and Organizational Psychology. [online]. 76, pp.83–114. Available from:
<https://search-proquest-com.ezproxy.uwe.ac.uk/docview/199347460?pq-origsite=summon>.
- Haslam, S.A (2004) Motivating individuals and groups at work: a social identity perspective on leadership and group performance. *Academy of Management Review*. 29 (3), pp.459–478.
- Hazelton, S. (2014a) Positive emotions boost employee engagement. *Human Resource Management International Digest*. [online]. 22 (1), pp.34–37.
- Hazelton, S. (2014b) Positive emotions boost employee engagement. *Human Resource Management International Digest*. [online]. 22 (1), pp.34–37.
- Heavey, A.L., Holwerda, J.A. and Hausknecht, J.P. (2013) Causes and consequences of collective turnover: A meta-analytic review. *Journal of Applied Psychology*. [online]. 98 (3), pp.412–453.
- Helena Cooper Thomas (2011) How can leaders achieve high employee engagement? *Leadership & Organization Development Journal*. [online]. 32 (4), Emerald Group Publishing, Limited.
- Heslin, P.A., Latham, G.P. and VandeWalle, D. (2005) The Effect of Implicit Person Theory on Performance Appraisals. *Journal of Applied Psychology*. [online]. 90 (5), pp.842–856.
- Hitlan, R.T. and Noel, J. (2009a) The influence of workplace exclusion and personality on counterproductive work behaviours: An interactionist perspective. *European Journal of Work and Organizational Psychology*. [online]. 18 (4), pp.477–502.
- Hitlan, R.T. and Noel, J. (2009b) The influence of workplace exclusion and personality on counterproductive work behaviours: An interactionist perspective. *European Journal of Work and Organizational Psychology*. [online]. 18 (4), pp.477–502.
- Holbeche, L. and Matthews, G. (2012a) *Engaged: unleashing your organization's potential through employee engagement* [online]. San Francisco, Calif, Jossey-Bass. Available from: <http://tinyurl.com/y46cxx87>.
- Holbeche, L. and Matthews, G. (2012b) *Engaged: unleashing your organization's potential through employee engagement* [online]. San Francisco, Calif, Jossey-Bass. Available from: <http://tinyurl.com/y46cxx87>.
- Huang, X., Wright, R.P., Chiu, W.C.K. and Wang, C. (2008) Relational schemas as sources of evaluation and misevaluation of leader–member exchanges: Some initial evidence. *The Leadership Quarterly*. [online]. 19 (3), pp.266–282.
- Humphrey, S.E., Nahrgang, J.D. and Morgeson, F.P. (2007) Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*. [online]. 92 (5), pp.1332–1356.
- Iaffaldano, M.T. and Muchinsky, P.M. (1985) Job satisfaction and job performance: A

meta-analysis. *Psychological Bulletin*. [online]. 97 (2), pp.251-273.

Ilies, R., Nahrgang, J.D. and Morgeson, F.P. (2007) Leader-member exchange and citizenship behaviors: A meta-analysis. *Journal of Applied Psychology*. [online]. 92 (1), pp.269-277.

Iliescu, D., Ispas, D., Sulea, C. and Ilie, A. (2015) Vocational fit and counterproductive work behaviors: A self-regulation perspective. *Journal of Applied Psychology*. [online]. 100 (1), pp.21-39.

Inceoglu, I. and Warr, P. (2011) Personality and Job Engagement. *Journal of Personnel Psychology*. [online]. 10 (4), pp.177-181. Available from: <http://ezproxy.uwe.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true∓db=pdh&AN=2011-28417-005&site=ehost-live>.

Jarden, Aaron (2015) Personality, effective goal-striving, and enhanced well-being: comparing 10 candidate personality strengths. *Personality & social psychology bulletin*. 41 (4).

Jex, S.M. and Britt, T.W. (2014) *Organizational psychology: a scientist-practitioner approach* Third edition. [online]. Hoboken, New Jersey, Wiley. Available from: <http://www.vlebooks.com/vleweb/product/openreader?id=WofEngland&isbn=9781118724446>.

Joo, B.-K. and Lim, T. (2009) The Effects of Organizational Learning Culture, Perceived Job Complexity, and Proactive Personality on Organizational Commitment and Intrinsic Motivation. *Journal of Leadership & Organizational Studies*. [online]. 16 (1), pp.48-60.

Judge, T. and THE PERSON-SITUATION DEBATE REVISITED: EFFECT OF SITUATION STRENGTH AND TRAIT ACTIVATION ON THE VALIDITY OF THE BIG FIVE PERSONALITY TRAITS IN PREDICTING JOB PERFORMANCE Judge, Timothy A (1AD) THE PERSON-SITUATION DEBATE REVISITED: EFFECT OF SITUATION STRENGTH AND TRAIT ACTIVATION ON THE VALIDITY OF THE BIG FIVE PERSONALITY TRAITS IN PREDICTING JOB PERFORMANCE. *Academy of Management journal*. [online]. 58 (4). Available from: http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=THE+PERSON-SITUATION+DEBATE+REVISITED%3A+EFFECT+OF+SITUATION+STRENGTH+AND+TRAIT+ACTIVATION+ON+THE+VALIDITY+OF+THE+BIG+FIVE+PERSONALITY+TRAITS+IN+PREDICTING+JOB+PERFORMANCE&rft.jtitle=Academy+of+Management+Journal&rft.au=Timothy+A+Judge&rft.au=Cindy+P+Zapata&rft.date=2015-08-01&rft.pub=Academy+of+Management&rft.issn=0001-4273&rft.eissn=1948-0989&rft.volume=58&rft.issue=4&rft.spage=1149&rft.externalDocID=3800003361.

Judge, T.A., Bono, J.E., Ilies, R. and Gerhardt, M.W. (2002) Personality and leadership: A qualitative and quantitative review. *Journal of Applied Psychology*. [online]. 87 (4), pp.765-780.

Judge, T.A., Piccolo, R.F. and Ilies, R. (2004) The Forgotten Ones? The Validity of Consideration and Initiating Structure in Leadership Research. *Journal of Applied Psychology*. [online]. 89 (1), pp.36-51.

Judge, T.A., Thoresen, C.J., Bono, J.E. and Patton, G.K. (2001) The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin*. [online]. 127 (3), pp.376–407.

Kahn, W. and Psychological Conditions of Personal Engagement and Disengagement at Work
Kahn, William A (1AD) Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management journal*. [online]. 33 (4), pp.692–724.

Available from:

http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Psychological+Conditions+of+Personal+Engagement+and+Disengagement+at+Work&rft.jtitle=The+Academy+of+Management+Journal&rft.au=William+A.+Kahn&rft.date=1990-12-01&rft.pub=Academy+of+Management&rft.issn=0001-4273&rft.eissn=1948-0989&rft.volume=33&rft.issue=4&rft.spage=692&rft.epage=724&rft.externalDocID=256287.

Kanfer, R. (2009) Work Motivation: Identifying Use-Inspired Research Directions. *Industrial and Organizational Psychology*. [online]. 2 (01), pp.77–93.

Kaplan, S., Bradley, J.C., Luchman, J.N. and Haynes, D. (2009) On the role of positive and negative affectivity in job performance: A meta-analytic investigation. *Journal of Applied Psychology*. [online]. 94 (1), pp.162–176.

Kataria, A. and Organizational Effectiveness as a Function of Employee Engagement
Kataria, Aakanksha (1AD) Organizational Effectiveness as a Function of Employee Engagement. *South Asian journal of management*. [online]. 20 (4). Available from:

http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Organizational+Effectiveness+as+a+Function+of+Employee+Engagement&rft.jtitle=South+Asian+Journal+of+Management&rft.au=Aakanksha+Kataria&rft.au=Renu+Rastogi&rft.au=Pooja+Garg&rft.date=2013-10-01&rft.pub=AMDISA+Secretariat&rft.issn=0971-5428&rft.volume=20&rft.issue=4&rft.spage=56&rft.epage=56&rft.externalDocID=3285740361.

Keating, L.A. and Heslin, P.A. (2015) The potential role of mindsets in unleashing employee engagement. *Human Resource Management Review*. [online]. 25 (4), pp.329–341.

Kim, W., Kolb, J.A. and Kim, T. (2013) The Relationship Between Work Engagement and Performance. *Human Resource Development Review*. [online]. 12 (3), pp.248–276.

Knippenberg, Daan (2015) On ethical leadership impact: The role of follower mindfulness and moral emotions. *Journal of Organizational Behavior*. [online]. 36 (2), John Wiley & Sons, Inc.

Kromrei, H. (2015a) Enhancing the Annual Performance Appraisal Process: Reducing Biases and Engaging Employees Through Self-Assessment. *Performance Improvement Quarterly*. [online]. 28 (2), pp.53–64.

Kromrei, H. (2015b) Enhancing the Annual Performance Appraisal Process: Reducing

Biases and Engaging Employees Through Self-Assessment. *Performance Improvement Quarterly*. [online]. 28 (2), pp.53-64.

Kromrei, H. (2015c) Enhancing the Annual Performance Appraisal Process: Reducing Biases and Engaging Employees Through Self-Assessment. *Performance Improvement Quarterly*. [online]. 28 (2), pp.53-64.

Kuvaas, B. (2006) Performance appraisal satisfaction and employee outcomes: mediating and moderating roles of work motivation. *The International Journal of Human Resource Management*. [online]. 17 (3), pp.504-522.

Lam, C.F. and Gurland, S.T. (2008) Self-determined work motivation predicts job outcomes, but what predicts self-determined work motivation? *Journal of Research in Personality*. [online]. 42 (4), pp.1109-1115.

Lanaj, K. and Regulatory focus and work-related outcomes: A review and meta-analysis
Lanaj, Klodiana (1ADa) Regulatory focus and work-related outcomes: A review and meta-analysis. *Psychological bulletin*. [online]. 138 (5). Available from: http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Regulatory+focus+and+work-related+outcomes%3A+A+review+and+meta-analysis&rft.jtitle=Psychological+Bulletin&rft.au=Klodiana+Lanaj&rft.au=Chu-Hsiang+%22Daisy%22+Chang&rft.au=Russell+E+Johnson&rft.date=2012-09-01&rft.pub=American+Psychological+Association&rft.issn=0033-2909&rft.eissn=1939-1455&rft.volume=138&rft.issue=5&rft.spage=998&rft.externalDocID=2750684261.

Lanaj, K. and Regulatory focus and work-related outcomes: A review and meta-analysis
Lanaj, Klodiana (1ADb) Regulatory focus and work-related outcomes: A review and meta-analysis. *Psychological bulletin*. [online]. 138 (5). Available from: http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Regulatory+focus+and+work-related+outcomes%3A+A+review+and+meta-analysis&rft.jtitle=Psychological+Bulletin&rft.au=Klodiana+Lanaj&rft.au=Chu-Hsiang+%22Daisy%22+Chang&rft.au=Russell+E+Johnson&rft.date=2012-09-01&rft.pub=American+Psychological+Association&rft.issn=0033-2909&rft.eissn=1939-1455&rft.volume=138&rft.issue=5&rft.spage=998&rft.externalDocID=2750684261.

Langelaan, S., Bakker, A.B., van Doornen, L.J.P. and Schaufeli, W.B. (2006) Burnout and work engagement: Do individual differences make a difference? *Personality and Individual Differences*. [online]. 40 (3), pp.521-532.

Latham, G.P. (2012) *Work motivation: history, theory, research, and practice* 2nd ed. [online]. Los Angeles, [Calif.], SAGE. Available from: <http://www.vlebooks.com/vleweb/product/openreader?id=WofEngland&isbn=9781483341668>.

Lee, J. (Jay) and Ok, C. "Michael" (2015) Drivers of work engagement: An examination of core self-evaluations and psychological climate among hotel employees. *International*

Journal of Hospitality Management. [online]. 44, pp.84–98.

Leiter, Michael P (2011) Key questions regarding work engagement. European Journal of Work and Organizational Psychology. [online]. 20 (1), Psychology Press.

Levy, P.E. and Williams, J.R. (2004) The Social Context of Performance Appraisal: A Review and Framework for the Future. Journal of Management. [online]. 30 (6), pp.881–905.

Locke, E.A. and Latham, G.P. (eds.) (2013) New developments in goal setting and task performance [online]. New York, Routledge. Available from:
<http://www.vlebooks.com/vleweb/product/openreader?id=WofEngland&isbn=9780203082744>.

Lu, X., Xie, B. and Guo, Y. (2018) The trickle-down of work engagement from leader to follower: The roles of optimism and self-efficacy. Journal of Business Research. [online]. 84, pp.186–195.

Luksyte, A., Spitzmueller, C. and Maynard, D.C. (2011) Why do overqualified incumbents deviate? Examining multiple mediators. Journal of Occupational Health Psychology. [online]. 16 (3), pp.279–296.

MACEY, W.H. and SCHNEIDER, B. (2008) The Meaning of Employee Engagement. Industrial and Organizational Psychology. [online]. 1 (1), pp.3–30.

Macey, W.H. and Schneider, B. (2008a) The Meaning of Employee Engagement. Industrial and Organizational Psychology. [online]. 1 (01), pp.3–30.

Macey, W.H. and Schneider, B. (2008b) The Meaning of Employee Engagement. Industrial and Organizational Psychology. [online]. 1 (01), pp.3–30.

Macsinga, I., Sulea, C., Sârbescu, P., Fischmann, G. and Dumitru, C. (2015) Engaged, Committed and Helpful Employees: The Role of Psychological Empowerment. The Journal of Psychology. [online]. 149 (3), pp.263–276.

Maden, C. (2015) Linking high involvement human resource practices to employee proactivity. Personnel Review. [online]. 44 (5), pp.720–738.

McCormick, D.W. (2010) Ethics & the 15 minute evidence-based manager: a review of a response to a critique published as "Evidence-Based Management: Concept Cleanup Time?" by Rob B Briner, David Denyer, and Denise M Rousseau (), Nov 2009). Organization Management Journal. [online]. 7 (4), pp.303–306.

McKenna, S., Richardson, J. and Manroop, L. (2011) Alternative paradigms and the study and practice of performance management and evaluation. Human Resource Management Review. [online]. 21 (2), pp.148–157.

Melnyk, S. and Is performance measurement and management fit for the future? Melnyk, Steven A (1AD) Is performance measurement and management fit for the future? Management accounting research. [online]. 25 (2). Available from:
http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rfr_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.at

itle=Is+performance+measurement+and+management+fit+for+the+future%3F&rt .jtitle=Management+Accounting+Research&rt.au=Steven+A+Melnik&rt.au=U mit+Bititci&rt.au=Ken+Platts&rt.au=Jutta+Tobias&rt.date=2014-06-01& amp;rt.pub=Elsevier+Science+Ltd&rt.issn=1044-5005&rt.eissn=1096-1224& amp;rt.volume=25&rt.issue=2&rt.spage=173&rt.externalDocID=330154 8281.

Meyer, John P (no date) The Science-Practice Gap and Employee Engagement: It's a Matter of Principle. *Canadian Psychology*. [online]. 54 (4), pp.235-245. Available from: <https://search-proquest-com.ezproxy.uwe.ac.uk/docview/1475123242?pq-origsite=summon>.

Meyer, John P (no date) The Science-Practice Gap and Employee Engagement: It's a Matter of Principle. *Canadian Psychology*. [online]. 54 (4), pp.235-245. Available from: <https://search-proquest-com.ezproxy.uwe.ac.uk/docview/1475123242?pq-origsite=summon>.

Meyer, John P (no date) The Science-Practice Gap and Employee Engagement: It's a Matter of Principle. *Canadian Psychology*. [online]. 54 (4), pp.235-245. Available from: <https://search-proquest-com.ezproxy.uwe.ac.uk/docview/1475123242?pq-origsite=summon>.

Millar, G. (2012) Employee engagement – a new paradigm. *Human Resource Management International Digest*. [online]. 20 (2), pp.3-5.

Millette, V. and Gagné, M. (2008) Designing volunteers' tasks to maximize motivation, satisfaction and performance: The impact of job characteristics on volunteer engagement. *Motivation and Emotion*. [online]. 32 (1), pp.11-22.

Molenberghs, P., Prochilo, G., Steffens, N.K., Zacher, H. and Haslam, S.A. (2015) The Neuroscience of Inspirational Leadership: The Importance of Collective-Oriented Language and Shared Group Membership. *Journal of Management*. [online].

Oh, I.-S., Courtright, S.H. and Colbert, A.E. (2011) Transformational Leadership and Performance Across Criteria and Levels: A Meta-Analytic Review of 25 Years of Research. *Group & Organization Management*. [online]. 36 (2), pp.223-270.

Park, T.-Y. and Shaw, J.D. (2013a) Turnover rates and organizational performance: A meta-analysis. *Journal of Applied Psychology*. [online]. 98 (2), pp.268-309.

Park, T.-Y. and Shaw, J.D. (2013b) Turnover rates and organizational performance: A meta-analysis. *Journal of Applied Psychology*. [online]. 98 (2), pp.268-309.

Petrou, P., Demerouti, E., Peeters, M.C.W., Schaufeli, W.B. and Hetland, J. (2012) Crafting a job on a daily basis: Contextual correlates and the link to work engagement. *Journal of Organizational Behavior*. [online]. 33 (8), pp.1120-1141.

Pinder, Craig C (2005) Work motivation theory and research at the dawn of the twenty-first century. *Annual review of psychology*. 56.

Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M. and Blume, B.D. (2009a) Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis.

Journal of Applied Psychology. [online]. 94 (1), pp.122-141.

Podsakoff, N.P., Whiting, S.W., Podsakoff, P.M. and Blume, B.D. (2009b) Individual- and organizational-level consequences of organizational citizenship behaviors: A meta-analysis. Journal of Applied Psychology. [online]. 94 (1), pp.122-141.

Podsakoff, P.M., Ahearne, M. and MacKenzie, S.B. (1997a) Organizational citizenship behavior and the quantity and quality of work group performance. Journal of Applied Psychology. [online]. 82 (2), pp.262-270.

Podsakoff, P.M., Ahearne, M. and MacKenzie, S.B. (1997b) Organizational citizenship behavior and the quantity and quality of work group performance. Journal of Applied Psychology. [online]. 82 (2), pp.262-270.

Practitioner Needs Survey (2008) SIOP. (no date) [online]. Available from: <https://www.siop.org/Portals/84/PDFs/Surveys/PracticePerspectives.pdf>.

Pritchard, R.D., Harrell, M.M., DiazGranados, D. and Guzman, M.J. (2008a) The productivity measurement and enhancement system: A meta-analysis. Journal of Applied Psychology. [online]. 93 (3), pp.540-567. Available from: <http://ezproxy.uwe.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true∓db=pdh&AN=2008-05281-005&site=ehost-live>.

Pritchard, R.D., Harrell, M.M., DiazGranados, D. and Guzman, M.J. (2008b) The productivity measurement and enhancement system: A meta-analysis. Journal of Applied Psychology. [online]. 93 (3), pp.540-567.

Pritchard, R.D., Harrell, M.M., DiazGranados, D. and Guzman, M.J. (2008c) The productivity measurement and enhancement system: A meta-analysis. Journal of Applied Psychology. [online]. 93 (3), pp.540-567.

Pulakos, E.D., Hanson, R.M., Arad, S. and Moyer, N. (2015) Performance Management Can Be Fixed: An On-the-Job Experiential Learning Approach for Complex Behavior Change. Industrial and Organizational Psychology. [online]. 8 (01), pp.51-76.

Rana, S., Ardichvili, A. and Tkachenko, O. (2014) A theoretical model of the antecedents and outcomes of employee engagement. Journal of Workplace Learning. [online]. 26 (3/4), pp.249-266.

Rana, SowathArdichvili, AlexandreTkachenko, Oleksandr (2014) A theoretical model of the antecedents and outcomes of employee engagement: Dubin's method. Journal of Workplace Learning. [online]. 26 (3), pp.249-266. Available from: <https://search-proquest-com.ezproxy.uwe.ac.uk/docview/1525629935?pq-origsite=summon>.

Reay, T. and What's the evidence on evidence-based managementReay, Trish (1AD) What's the evidence on evidence-based management. Academy of Management perspectives. [online]. 23 (4). Available from: http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rfr_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=What%27s+the+evidence+on+evidence-based+management&rft.jtitle=The+Ac

ademy+of+Management+Perspectives&rft.au=Reay%2C+Trish&rft.au=Berta%2C+Whitney&rft.au=Kohn%2C+Melanie+Kazman&rft.date=2009-11-01&rft.pub=Academy+of+Management&rft.issn=1558-9080&rft.eissn=1943-4529&rft.volume=23&rft.issue=4&rft.spage=5&rft.externalDBID=BSHEE&rft.externalDocID=217468147.

Rice, C., Marlow, F. and Masarech, M.A. (2012) The engagement equation: leadership strategies for an inspired workforce [online]. Hoboken, N.J., Wiley. Available from: <http://www.vlebooks.com/vleweb/product/openreader?id=WofEngland&isbn=9781118334195>.

Richard, P.J., Devinney, T.M., Yip, G.S. and Johnson, G. (2009a) Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*. [online]. 35 (3), pp.718-804.

Richard, P.J., Devinney, T.M., Yip, G.S. and Johnson, G. (2009b) Measuring Organizational Performance: Towards Methodological Best Practice. *Journal of Management*. [online]. 35 (3), pp.718-804.

Ricketta, M. (2008a) The causal relation between job attitudes and performance: A meta-analysis of panel studies. *Journal of Applied Psychology*. [online]. 93 (2), pp.472-481.

Ricketta, M. (2008b) The causal relation between job attitudes and performance: A meta-analysis of panel studies. *Journal of Applied Psychology*. [online]. 93 (2), pp.472-481.

Robertson, I.T. and Cooper, C.L. (2010a) Full engagement: the integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*. [online]. 31 (4), pp.324-336.

Robertson, I.T. and Cooper, C.L. (2010b) Full engagement: the integration of employee engagement and psychological well-being. *Leadership & Organization Development Journal*. [online]. 31 (4), pp.324-336.

Roselinde Torres: What it takes to be a great leader | TED Talk | TED.com. (no date) [online]. Available from: https://www.ted.com/talks/roselinde_torres_what_it_takes_to_be_a_great_leader?language=en.

Rousseau, D. and Is there such a thing as 'evidence-based management'? Rousseau, Denise M (2006) Is there such a thing as 'evidence-based management'? *The Academy of Management review*. [online]. 31 (2). Available from: http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rfr_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Is+there+such+a+thing+as+%27evidence-based+management%27%3F&rft.jtitle=Academy+of+Management+Review&rft.au=Rousseau%2C+Denise+M&rft.date=2006&rft.issn=0363-7425&rft.eissn=1930-3807&rft.volume=31&rft.issue=2&rft.spage=256&rft.externalDBID=SCANFILE&rft.externalDocID=Is_there_such_a_thin20060223.

Runes, Sara L Gerhart, Barry Parks, Laura (2005a) PERSONNEL PSYCHOLOGY: Performance Evaluation and Pay for Performance. Annual Review of Psychology. [online]. 56, pp.571-600. Available from:
<https://search-proquest-com.ezproxy.uwe.ac.uk/docview/205751730?pq-origsite=summon>.

Runes, Sara L Gerhart, Barry Parks, Laura (2005b) PERSONNEL PSYCHOLOGY: Performance Evaluation and Pay for Performance. Annual Review of Psychology. [online]. 56, pp.571-600. Available from:
<https://search-proquest-com.ezproxy.uwe.ac.uk/docview/205751730?pq-origsite=summon>.

Saks, A.M. and Gruman, J.A. (2014) What Do We Really Know About Employee Engagement? Human Resource Development Quarterly. [online]. 25 (2), pp.155-182.

Sassenberg, K., Jonas, K.J., Shah, J.Y. and Brazy, P.C. (2007) Why some groups just feel better: The regulatory fit of group power. Journal of Personality and Social Psychology. [online]. 92 (2), pp.249-267.

Sassenberg, Kai (2014) Transformational and Transactional Leadership and Followers' Achievement Goals. Journal of Business and Psychology. [online]. 29 (3), pp.413-425. Available from:
<http://ezproxy.uwe.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true∓db=bth&AN=97411916&site=ehost-live>.

Scaduto, A., Hunt, B. and Schmerling, D. (2015) A Performance Management Solution: Productivity Measurement and Enhancement System (ProMES). Industrial and Organizational Psychology. [online]. 8 (01), pp.93-99.

Schaufeli, Wilmar B Bakker, Arnold B (no date) Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. Journal of Organizational Behavior. [online]. 25 (3), pp.293-315. Available from:
<https://search-proquest-com.ezproxy.uwe.ac.uk/docview/224901572?pq-origsite=summon>.

Schaufeli, Wilmar B Bakker, Arnold B (no date) Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. Journal of Organizational Behavior. [online]. 25 (3), pp.293-315. Available from:
<https://search-proquest-com.ezproxy.uwe.ac.uk/docview/224901572?pq-origsite=summon>.

Schippers, M.C., West, M.A. and Dawson, J.F. (2015) Team Reflexivity and Innovation: The Moderating Role of Team Context. Journal of Management. [online]. 41 (3), pp.769-788.

Schleicher, D.J., Watt, J.D. and Greguras, G.J. (2004) Reexamining the Job Satisfaction-Performance Relationship: The Complexity of Attitudes. Journal of Applied Psychology. [online]. 89 (1), pp.165-177.

Schneider, B., Hanges, P.J., Smith, D.B. and Salvaggio, A.N. (2003) Which comes first: Employee attitudes or organizational financial and market performance? Journal of Applied Psychology. [online]. 88 (5), pp.836-851.

- Schneider, B., Yost, A.B., Kropp, A., Kind, C. and Lam, H. (2017) Workforce engagement: What it is, what drives it, and why it matters for organizational performance. *Journal of Organizational Behavior*. [online].
- Schulte, M., Ostroff, C. and Kinicki, A.J. (2006) Organizational climate systems and psychological climate perceptions: A cross-level study of climate-satisfaction relationships. *Journal of Occupational and Organizational Psychology*. [online]. 79 (4), pp.645-671.
- Schyns, Birgit (2006) Personality and the perception of transformational leadership: the impact of extraversion, neuroticism, personal need for structure, and occupational self efficacy. *Journal of applied social psychology*. 36, Wiley, pp.708-739.
- Seppälä, P., Hakanen, J., Mauno, S., Perhoniemi, R., Tolvanen, A. and Schaufeli, W. (2015) Stability and change model of job resources and work engagement: A seven-year three-wave follow-up study. *European Journal of Work and Organizational Psychology*. [online]. 24 (3), pp.360-375.
- Serrano, S.A. and Reichard, R.J. (2011) Leadership strategies for an engaged workforce. *Consulting Psychology Journal: Practice and Research*. [online]. 63 (3), pp.176-189.
- Smythe, J. (2013) *The velvet revolution at work: the rise of employee engagement, the fall of command and control* [online]. Farnham, Surrey, England, Gower. Available from: <http://www.vlebooks.com/vleweb/product/openreader?id=WofEngland&isbn=9781409443254>.
- Song, S. and Gale, A. (2008) Investigating project managers' work values by repertory grids interviews. *Journal of Management Development*. [online]. 27 (6), pp.541-553.
- Spector, P.E., Bauer, J.A. and Fox, S. (2010) Measurement artifacts in the assessment of counterproductive work behavior and organizational citizenship behavior: Do we know what we think we know? *Journal of Applied Psychology*. [online]. 95 (4), pp.781-790.
- Srivastava, A., Locke, E.A., Judge, T.A. and Adams, J.W. (2010) Core self-evaluations as causes of satisfaction: The mediating role of seeking task complexity. *Journal of Vocational Behavior*. [online]. 77 (2), pp.255-265.
- Stone, D.N., Deci, E.L. and Ryan, R.M. (2009a) Beyond Talk: Creating Autonomous Motivation through Self-Determination Theory. *Journal of General Management*. [online]. 34 (3), pp.75-91.
- Stone, D.N., Deci, E.L. and Ryan, R.M. (2009b) Beyond Talk: Creating Autonomous Motivation through Self-Determination Theory. *Journal of General Management*. [online]. 34 (3), pp.75-91.
- Strom, Diana L (2014) Work engagement: the roles of organizational justice and leadership style in predicting engagement among employees. *Journal of Leadership & Organizational Studies*. [online]. 21 (1), Sage Publications, Inc. Available from: <https://journals-sagepub-com.ezproxy.uwe.ac.uk/doi/full/10.1177/1548051813485437>.
- Tett, R.P. and Burnett, D.D. (2003) A personality trait-based interactionist model of job performance. *Journal of Applied Psychology*. [online]. 88 (3), pp.500-517.

- Truss, C., Alfes, K., Delbridge, R., Shantz, A. and Soane, E. (eds.) (2014) Employee engagement in theory and practice [online]. Abingdon, Routledge. Available from: <http://www.vlebooks.com/vleweb/product/openreader?id=WofEngland&isbn=9780203076965>.
- van Tuijl, H., Kleingeld, A., Schmidt, K., Kleinbeck, U., Pritchard, R.D. and Algera, J.A. (1997) Measuring and Enhancing Organizational Productivity by Means of ProMES: Three Practical Implications. *European Journal of Work and Organizational Psychology*. [online]. 6 (3), pp.279–301.
- V. Kumar and Anita Pansari (2015a) Measuring the Benefits of Employee Engagement. [online]. (Summer 2015). Available from: <http://sloanreview.mit.edu/article/measuring-the-benefits-of-employee-engagement/>.
- V. Kumar and Anita Pansari (2015b) Measuring the Benefits of Employee Engagement. [online]. (Summer 2015). Available from: <http://sloanreview.mit.edu/article/measuring-the-benefits-of-employee-engagement/>.
- Viswesvaran, C., Schmidt, F.L. and Ones, D.S. (2005) Is There a General Factor in Ratings of Job Performance? A Meta-Analytic Framework for Disentangling Substantive and Error Influences. *Journal of Applied Psychology*. [online]. 90 (1), pp.108–131.
- Wagner, David (2006) Making sense of motivational leadership: the trail from transformational leaders to motivated followers. *Journal of Leadership & Organizational Studies*. [online]. 13 (1), Sage Publications, Inc. Available from: <http://web.a.ebscohost.com/ehost/detail/detail?vid=0&sid=ec25e5ea-6164-4c30-97f7-5b9217e525d8%40sessionmgr4008&bdata=JnNpdGU9ZWwhvc3QtbGl2ZQ%3d%3d#db=ehh&AN=21955772>.
- WALUMBWA, F.O., AVOLIO, B.J. and ZHU, W. (2008) HOW TRANSFORMATIONAL LEADERSHIP WEAVES ITS INFLUENCE ON INDIVIDUAL JOB PERFORMANCE: THE ROLE OF IDENTIFICATION AND EFFICACY BELIEFS. *Personnel Psychology*. [online]. 61 (4), pp.793–825.
- Wang, Xiao-Hua (2013) Leadership, commitment, and culture: a meta-analysis. *Journal of Leadership & Organizational Studies*. [online]. 20 (1), Sage Publications, Inc. Available from: <https://journals-sagepub-com.ezproxy.uwe.ac.uk/doi/full/10.1177/1548051812466919>.
- Wegge, J. et al. (2010) Promoting Work Motivation in Organizations. *Journal of Personnel Psychology*. [online]. 9 (4), pp.154–171. Available from: <http://ezproxy.uwe.ac.uk/login?url=http://search.ebscohost.com/login.aspx?direct=true∓db=pdh&AN=2011-03201-002&site=ehost-live>.
- Weigl, M., Hornung, S., Parker, S.K., Petru, R., Glaser, J. and Angerer, P. (2010) Work engagement accumulation of task, social, personal resources: A three-wave structural equation model. *Journal of Vocational Behavior*. [online]. 77 (1), pp.140–153.
- What Motivates Employees More: Rewards or Punishments? (no date) [online]. Available from: <https://hbr.org/2017/09/what-motivates-employees-more-rewards-or-punishments>.
- Wiley, C. (1997) What motivates employees according to over 40 years of motivation

surveys. *International Journal of Manpower*. [online]. 18 (3), pp.263–280.

Williams, M.L., McDaniel, M.A. and Nguyen, N.T. (2006) A meta-analysis of the antecedents and consequences of pay level satisfaction. *Journal of Applied Psychology*. [online]. 91 (2), pp.392–413.

Xanthopoulou, D. and Work engagement and financial returns: A diary study on the role of job and personal resourcesXanthopoulou, Despoina (1AD) Work engagement and financial returns: A diary study on the role of job and personal resources. *Journal of occupational and organizational psychology*. [online]. 82 (1), pp.183–200. Available from: http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Work+engagement+and+financial+returns%3A+A+diary+study+on+the+role+of+job+and+personal+resources&rft.jtitle=Journal+of+Occupational+and+Organizational+Psychology&rft.au=Xanthopoulou%2C+Despoina&rft.au=Bakker%2C+Arnold&rft.au=Demerouti%2C+Eva&rft.au=Schaufeli%2C+Wilmar&rft.date=2009-03-01&rft.issn=0963-1798&rft.eissn=2044-8325&rft.volume=82&rft.issue=1&rft.spage=183&rft.epage=200&rft.externalDocID=eur_oai_repub_eur_nl_70593.

Xanthopoulou, D. and Working in the sky : a diary study on work engagement among flight attendantsXanthopoulou, D (2008) Working in the sky : a diary study on work engagement among flight attendants. *Journal of occupational health psychology*. [online]. 13 (4). Available from:

http://dd6lh4cz5h.search.serialssolutions.com/?ctx_ver=Z39.88-2004&ctx_enc=info%3Aofi%2Fenc%3AUTF-8&rft_id=info%3Asid%2Fsummon.serialssolutions.com&rft_val_fmt=info%3Aofi%2Ffmt%3Akev%3Amtx%3Ajournal&rft.genre=article&rft.atitle=Working+in+the+sky+%3A+a+diary+study+on+work+engagement+among+flight+attendants&rft.jtitle=Journal+of+Occupational+Health+Psychology&rft.au=Xanthopoulou%2C+D&rft.au=Baker%2C+AB&rft.au=Heuven%2C+E&rft.au=Demerouti%2C+E+Evangelia+%3D+Eva&rft.date=2008&rft.issn=1076-8998&rft.eissn=1939-1307&rft.volume=13&rft.issue=4&rft.spage=345&rft.externalDocID=tue_oai_library_tue_nl_711429.

You Can't Engage Employees by Copying How Other Companies Do It. (no date) [online]. Available from:

<https://hbr.org/2015/11/you-cant-engage-employees-by-copying-how-other-companies-do-it>.

You Can't Engage Employees by Copying How Other Companies Do It. (no date) [online]. Available from:

<https://hbr.org/2015/11/you-cant-engage-employees-by-copying-how-other-companies-do-it>.

Zhao, HaoWayne, Sandy JGlibkowski, Brian CBravo, Jesus (no date) THE IMPACT OF PSYCHOLOGICAL CONTRACT BREACH ON WORK-RELATED OUTCOMES: A META-ANALYSIS. *Personnel Psychology*. [online]. 60 (3), pp.647–680. Available from: <https://search-proquest-com.ezproxy.uwe.ac.uk/docview/220134576?pq-origsite=summon>.

Zubin R Mulla (2011) Can an Entrepreneurial Personality Compensate for a Boring Job?:

The Influence of Proactive Personality and Job Characteristics on Employee Engagement Levels. *The Journal of Entrepreneurship*. [online]. 20 (2), Sage Publications Ltd. Available from:
<https://journals-sagepub-com.ezproxy.uwe.ac.uk/doi/pdf/10.1177/097135571102000203>.