

# Relational Energy & Employee Engagement: Role of Employee Voice & Organisational Support

Okechukwu Ethelbert Amah & Ebisindou Sese

---

*Engaged employees are the main drivers of organizational productivity because of the extra-role activities they perform. Relational energy has been identified as an antecedent of employee engagement, but the variance in employee engagement explained is low. The current study included two organizational variables, employee voice and perception of organizational support as possible variables to enhance the effectiveness of relational energy in predicting employee engagement. Cross-sectional data involving 250 participants from Nigeria was used. Results established direct effects of relational energy, employee voice, and perception of organizational support; perception of organizational support interacted with relational energy to explain additional 5% variance in employee engagement; indicated that more variance was explained by the entire model.*

**Okechukwu Ethelbert Amah** (Email: oamah@lbs.edu.ng) & **Ebisindou Sese** are from Lagos Business School, Pan Atlantic University, Lagos, Nigeria

## Introduction

Organizations require employees to do a lot of extra-role activities in order to be competitive in the 21<sup>st</sup> century business environment. This is because organizations cannot set and seal all that is required to achieve sustainable success in a constantly changing business environment. Hence, the need for the services of engaged employees who are willing and able to apply discretionary efforts (extra-role efforts) aimed at helping their organizations to succeed. Engaged employees are very innovative because they apply their total self to their assigned job roles. They are interested and motivated to pursue the overall success of their organization. Engaged employees provide competitive advantage to their organizations, generate more revenue and total shareholders return, enhance the reputation of their organizations, and have low turnover, sick leave and industrial accident (Harter et al., 2002; Ugwu, 2013). Thus, engaged employees improve profitability by increasing revenue and decreasing cost of operations simultaneously. One major antecedent of

employee engagement established by past studies is relational energy. Relational energy is generated and transmitted when employees interact with their supervisors or managers (Owen et al., 2016). It also serves as an organizational resource that helps engaged employees to manage the negative consequences of work-family conflict (Amah, 2016). Despite the efforts of past studies, the established relationship between relational energy and employee engagement is still low. For example, the study by Owen et al. (2016) explained only 7% of the variance in engagement. This implies that other variables may act as moderators or mediators of the relationship between relational energy and employee engagement. Organizational context is known to have major influence on how the interactions between organizational participants affect individual participant's performance, work attitude, and organizational outcomes (Amah, 2016; Anikan & Oyewole, 2014), and calls have been made for future studies to explore organizational context variables that can enhance the level of engagement of employees (Breevat et al., 2014; Wang & Hsieh, 2013). Hence, the current study considered culture that encourages employee voice and positive perception of organizational support as possible organizational context variables that can enhance the relationship between relational energy and engagement. The choice of these variables is based on two reasons. Engaged employees are very innovative and would need a favorable organizational environment to speak about changes required in their job as well as any obstacle to be removed

to enhance their performance. Engaged employees would want to be sure that their organizations are willing to support them in their attempt to do what is right for the organization. Both employee voice and perception of organizational support have been established to moderate or mediate the relationship between organizational participants' interaction and employee attitudes (Amah & Okafor, 2008a, 2008b; Anikan & Oyewole, 2014). However, the authors did not find a study that reviewed the role played by organizational context in the relationship between relational energy and employee engagement. None was found that involved employee voice and perception of organizational support, relational energy, and employee engagement.

**Both employee voice and perception of organizational support have been established to moderate or mediate the relationship between organizational participants' interaction and employee attitudes.**

The current study makes the following contributions to both the engagement and relational energy literature; it determines and confirms the positive relationship between relational energy and employee engagement obtained by past studies; it explored the role played by two boundary variables, organizational environment that supports employee voice and positive perception of organizational support in the relationship between relational energy and employee engagement; and lastly, adds positively to the debate on how to enhance the result of the in-

teraction between engaged employees and their leaders.

### **Theory & Hypothesis**

Energy in the organizations can be positive or negative, it can be energizing or de-energizing, and can positively or negatively affect the performance of the employees (Quinn, Spreitzer & Lam, 2012; Schippers & Hogenes, 2011). Energy had not been explicitly discussed in organizational behavior studies, but is implied in most motivational concepts. Relational energy is a major component of organizational energy that arises from the interaction between organizational participants (Cross et al., 2003). It is a “heightened level of psychological resourcefulness generated from interpersonal interaction that enhances one’s capacity to do work” (Owens et al., 2016:37). The aspect of relational energy in this study is that generated and transmitted through interaction ritual and social contagion theories (Collins, 2004; Owens et al., 2016), when employees interact with their leaders. Relational energy affects employee engagement and acts as a resource that helps engaged employee manage the negative consequences of work-family conflict (Amah, 2016; Owens et al., 2016).

Engaged employees are physically, mentally and emotionally present during the enactment of their assigned job roles. Kahn (1990) identified three states that employees consider in the process of engagement. Two of these states, psychological safety and availability, are particularly very useful in the context of the

current study. Psychological safety is achieved when employees believe that exerting themselves to their job role and making or suggesting whatever changes required to be more effective will not be negatively viewed by the organization, and will not lead to negative consequence to their career. Psychological availability is when employees perceive that the organization will provide physical, emotional, and mental resources they need during the time they are engaged in the work role. Engaged employees will invest in any relationship that generates and transmits positive relational energy, and avoid that which generates and transmits negative energy. Thus, by the social exchange theory (Blau, 1964), and norm of reciprocity (Gouldner, 1960), employees with positive relational energy will be more engaged in their job than those with negative relational energy. Thus, the following hypothesis is postulated:

H1: Relational energy is positively related to employee engagement.

### **Employee Voice, Perception of Organizational Support & Employee Engagement**

Employee voice is “discretionary communication of ideas, suggestions, concerns, or opinions about work-related issues with the intent to improve organizational functioning” (Anyango, Ojera & Ochieng, 2015:11). Employee voice is either promotional or prohibitive depending on whether the voice is about doing things differently or about serious problems that must be avoided (Liang et al., 2012; Morrison, 2011). Employee voice

**Employee voice affects the performance and morale of employees and also improves organizational functioning.**

can be directed to either the supervisor or co-worker. The current study is about organizational culture that allows employee promotional and prohibitive voices directed to the supervisors and managers. Employee voice affects the performance and morale of employees and also improves organizational functioning (Morrison, 2004). Organizational culture is favorable when it encourages employees to constantly and freely discuss work related issues with their supervisors when such issues will enhance individual and organizational performance, and such voice will not affect their career negatively (Van Dyne et al., 1995). Studies have shown that employees withhold their voice when the organizational environment is not favorable (Detert & Burris, 2007), and such actions harm organizational functioning (Detert & Edmondson, 2011). Engaged employees are always looking out for ways to improve on their performance, and remove obstacles that would hinder their performance. Consequently, engaged employees desire psychological safety to ensure they can do these without negative consequence to their career. Hence, when organizations approve and allow employee voice without consequence to career, engaged employees are motivated to use voice to enhance their performance and efficiency. This in turn will make them more engaged based on the social exchange theory and norm of reciprocity. This

agrees with the work of Blyton and Turnbull (1998) and Wilkinson et al. (2007) which stated that management opposition and employee skepticism arising from this opposition are major barriers to employee voice. In the same argument, the relationship between relational energy and employee engagement will be stronger in an environment that encourages voice and lower when voice is not encouraged. Thus, the following hypotheses are postulated:

H2: Employee voice is positively related to employee engagement.

H3: Employee voice will moderate the relationship between relational energy and employee engagement such that it is stronger in organizational environment that encourages voice and lower in one that discourages voice.

**The relationship between relational energy and employee engagement will be stronger in an environment that encourages voice and lower when voice is not encouraged.**

Organizational support is ‘the perception of employees that the organization values their contributions’ (Amah, 2008b:494). Environment of high perception of organizational support is created by leadership behaviors that value and care for people. Engaged employees perceive high psychological availability when they believe that the organization can supply the resources they need when required to perform their work role. So-

cial exchange theory has always been used to explain how perception of organizational support affects employees work outcome including work attitudes (Eisenberger et al., 1986). Highly engaged employees will perceive high organizational support as a confirmation that the organization values the personal sacrifices they make in being highly engaged. Hence, such employees will feel obligated to enact more discretionary effort to benefit the organization. Greater perceived organizational support is expected to produce greater affective emotional attachment and feelings of obligation towards the organization based on social exchange theory and norms of reciprocity. In the same argument, high

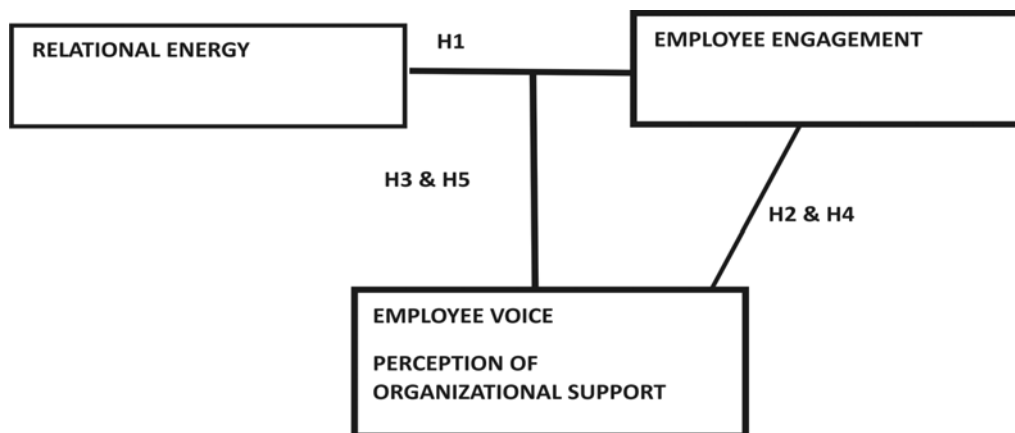
perception of organizational support will make the relationship between relational energy and engagement stronger. Hence, the following hypotheses are postulated:

H4: Perception of organizational support will be positively related to employee engagement.

H5: Perception of organizational support (POS) will moderate the relationship between relational energy and employee engagement such that when POS is high, the level of engagement will increase, and when it is low the level will reduce.

The model tested in this study is shown in Fig. 1.

Fig. 1 Model Tested



**Procedure & Sample**

The study was based on cross-sectional survey methodology using questionnaires. Four organizations in the banking, oil and telecommunication industry participated in the study. All the organizations are in Lagos metropolis in Nigeria. Prior to distributing the questionnaire to the

employees, the organizations confirmed that the questionnaire did not contain any item that violated individuals’ privacy. They also confirmed that there was nothing unethical in the whole exercise. The organizations gave the researcher and the assistant free access to the phone books of the organizations. Random sample was selected from each organization using the

phone numbers of employees. Two hundred questionnaires were sent out in sealed envelope to employees randomly selected from each organization. The participants were instructed to put their filled questionnaires into a box whose lock was with the researcher only. In this way, the organizations had no knowledge of who was selected and the contents of the filled questionnaire. The participants were assured that the data obtained was to be used for research and had nothing to do with the distribution of organizational benefits. They were also assured that their organization would not see the result in a format that would identify each participant. They were instructed not to fill any questions they were not willing to fill.

Two hundred and fifty valid questionnaires were received back after two reminders were sent to the participants. This represented 31% return rate. The questionnaire was in two parts. The first part contained the demographic variables, gender, age, marital status and educational qualification. These were found to have been positively related to some of the variables in the past studies (Amah, 2016, 2017; Eagly, 2009; Gaines et al., 1997; Skirbekk, 2008). The average age of the participants was 40 years; 51% male; average organizational tenure of 10 years; and 63% married.

### Measures

All the measures were captured with a 7-point Likert scale of 1 (Strongly disagree) to 7 (strongly agree). Relational energy was measured using the scale taken from the work of Cummings (2004). It cap-

tured the energy generated and transferred when leaders and their subordinates interact. An example is: "I feel invigorated when I interact with my manager/supervisor". The Cronbach alpha obtained was .85. Employee engagement is taken from the work of Seppala et al. (2009) which measured the level of engagement of the participants. Example is: "At work I feel strong and vigorous". The Cronbach alpha for the measure is .80. Perceived organizational support is taken from the work of Eisenberger et al. (1986), and measured the perception of participants that their employers care about them. Example is "My organization takes pride in my accomplishment". The Cronbach alpha for the measure is .84. Employee voice is taken from the work of Van Dyne et al. (1998). It measures the degree to which participants speak up on issues within their organization. Example is "I speak up in my organization with ideas for new projects or changes in procedure". The Cronbach alpha for the measure is .80.

### Preliminary Data Analyses

The study data was analyzed using statistical package of social sciences (SPSS 23). Unrotated exploratory factor analysis extracted 4 factors with the first factor extracting only 18% of the variance in the data compared to 60% extracted by the other factors. This shows that common method bias was not an issue (Podsakoff & Organ, 1986).

Construct validity indicates the extent to which items in a measure load to their respective variables. The loadings on the variables, relational energy, employee en-

agement, perception of organizational support, and employee voice are all above the cut-off point of .5 (Table 1), recommended by (Hair, et al., 2010; 2013). Convergent validity measures the level of agreement between the items that measure the same factor. Evidence of this is shown by the factor loadings all exceeding the cut-off point of 0.5 (Table 1), recommended by Hair et al. (2010; 2013), Cronbach reliability are above the cut-off point of 0.7 (Nunnally, 1978), and the average variance extracted by all factors

exceeding the cut-off point of 0.5 (Hair et al., 1998). Discriminant validity method suggested by Fornell and Larcker (1981) and Koufteros, Vonderembse and Doll (2002) was used in the determination of the discriminant validity of the variables in the study. This method compares the average variance extracted by each variable to the variance it shared with other variables. Each diagonal element in Table 2 is greater than its vertical and horizontal off diagonal elements showing evidence of discriminant validity.

**Table 1 Convergent Validity**

Construct	Loadings	Cronbach alpha	Average variance extracted	Composite reliability
Employee engagement	.819	.800	.580	.715
	.810			
	.705			
	.704			
Employee voice	.669	.800	.874	.702
	.723			
	.778			
	.726			
	.721			
Relational energy	.768	.850	.683	.631
	.848			
	.864			
	.864			
Perception of organizational support	.729	.840	.696	.822
	.820			
	.855			
	.815			
	.835			
	.832			

**Table 2 Discriminant Validity**

	1	2	3	4
1.Employee engagement	.72			
2.Relational energy	.18	.68		
3.Perception of support	.11	.44	.70	
4.Employee voice	.19	.15	.14	.87

Diagonal items are average variance extracted; off diagonals are square of correlation

**Results**

The correlations, means, and standard deviations of study variables are shown in Table 3. The pattern of the correlations show support for the hypotheses. Hierarchical regression analysis was performed with employee engagement (EE) as the dependent variable (Table 4). The demographic variables were included in step 1, followed by relational energy (RE) in step 2, employee voice (EV) and perception of organizational support (POS) in step 3, and the interaction terms, (RE)(EV) and (RE)(POS) in step 4. After controlling for the demographic variables, RE is significantly related to EE (.61,  $p < .05$ ), EV is significantly related to EE (.38,  $p < .05$ ), and POS significantly related to EE (.21,  $p < .05$ ). The interaction term (RE)(EV) was not related to EE (.13,  $p = .26$ ), while (RE)(POS) is significantly related to EE (.21,  $p < .05$ ). The study variables explained 57% of the variance in EE, with the significant interaction term explaining 5% of this variance.

In interpreting the significant interaction term, the method advocated by

Aiken and West (1991) was used. Two groups labeled as low and high POS were created using the mean of POS. The groups were made up of participants with POS value one standard deviation below and above the mean respectively. Separate regression analysis was run for the two groups with EE and RE being dependent and independent variables respectively. The resulting plots for the two regression analyses are in Fig 2. The slopes for the low and high POS groups are significant with values .48 and .53 respectively, and statistically different. The graphs indicate that when POS is high, the relationship between RE and EE is enhanced.

**Discussion**

Past studies have established that relational energy (RE) was a critical antecedent of employee engagement (Amah, 2016; Owens et al., 2016). However, due to the low variance of employee engagement explained by the direct relationship between relational energy and employee engagement (EE), it was necessary to establish other intervening variables between the two constructs that

**Table 3 Descriptive Statistics & Zero-order Correlation**

	Mean	SD	1	2	3	4	5	6	7	8
1. Gender										
2. Age			.17*							
3. Marital status			.02	.11						
4. Tenure			.04	-.16*	.03					
5. Employee engagement	4.44	1.37	-.11	.03	.19**	.14*	.80			
6. Relational energy	3.97	1.46	-.08	-.16*	.13	.07	.42**	.85		
7. Perception of support	4.34	1.47	-.08	-.08	.12	.05	.38**	.49**	.84	
8. Employee voice	4.55	1.26	-.08	.04	.18*	.07	.44**	.39**	.38**	.80

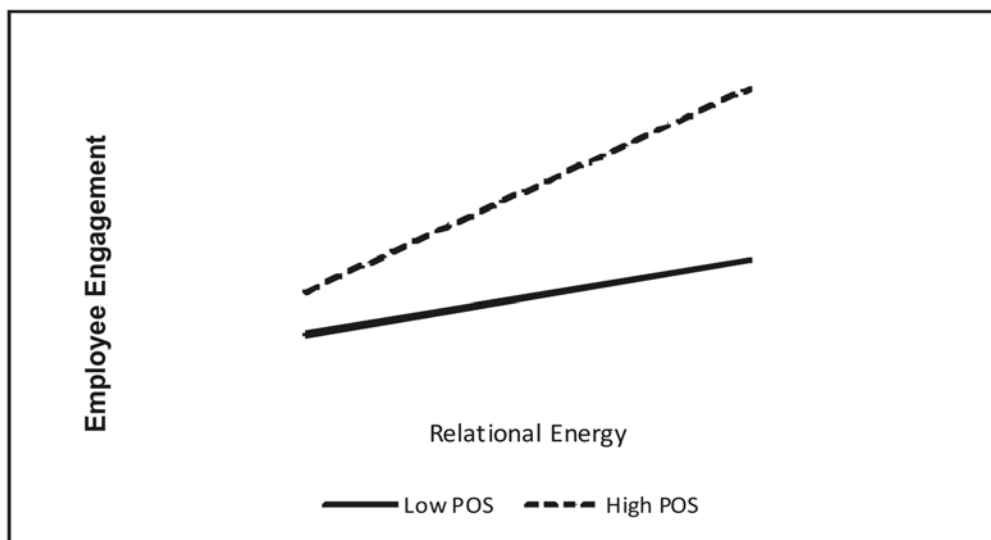
SD=Standard deviation; \* $p < .05$ , \*\* $p < .01$ ; Diagonal items are Cronbach alpha

**Table 4 Hierarchical Regression Analyses for the Tests of Employee engagement**

Variables	Step 1	Step 2	Step 3	Step 4
Gender	-.12	-.05	-.04	-.04
Age	-.02	.09	.08	.08
Marital status	.17*	.09	.06	.06
Tenure	.14*	.12*	.10*	.07
Relational energy (RE)		.61**	.35**	.33*
Employee voice (EV)			.38**	.46**
Perception of organizational support (POS)			.22*	.21*
(RE)(EV)				.13
(RE)(POS)				.21*
Δ R2	.07*	.35*	.10*	.05*
R2	.07	.42	.52	.57
F	3.651	118.701	20.228	2.687

\*p<.05, \*\*p<.01

**Fig. 2 Employee Engagement Relationship with Relational Energy for High & Low Perception of Organisational Support**



can enhance the variance of EE explained in the model. The current study made contribution in the RE and EE literature by considering organizational context variables as possible intervening variables. The study hypothesized the roles of employee voice (EV) and perception of organizational support (POS)

as directly affecting employee engagement, and as possible moderators of the relationship between RE and EE.

In line with past studies, RE was found to have direct effect on EE. Employee voice and POS were found to have direct effect on EE. Engaged

**Engaged employees are very innovative and perform a lot of extra-role assignments.**

employees are very innovative and perform a lot of extra-role assignments. Thus, they utilize a lot of energy, and identify various ways by which their job could be enhanced, and also identify obstacles that must be removed. They have greater tendency to require more energy, and exhibit high employee voice. RE is an organizational energy that engaged employee can use in managing work related issues. Allowing engaged employees voice would greatly improve their engagement on the job. These justify the positive relationship between RE and EE, and between EV and EE. Organizational support comes in both emotional and instrumental components (Eisenberger et al., 1986). Organizations high in POS are valued by engaged employees since they have resources that can be used in high demand for resources arising from their engagement. Thus, by social exchange theory, such employees will reciprocate through high engagement. A supportive environment validates the role of leaders and makes them relevant in the perception of subordinates. Thus, subordinates place high value on the level of relational energy generated and transmitted during interaction with their leaders. This accounts for the interactive role played by POS in the RE and EE relationship.

Apart from making contribution in the area of finding how the variance in EE explained can be enhanced, the study has

additional implication. Not all leadership styles generate and transmit positive relational energy when they interact with their subordinates. Hence, organizations will have to explore the styles that generate and transmit RE most so as to train their leaders to adopt the style. Since EV is related to EE, organizations must create work climates that encourage EV. Amah and Okafor (2008a) identified that individual difference (internal locus of control and self-esteem), communication opportunities, top and middle level managers' attitude to voice affect the level of voice made by employees. Organizations can benefit by using internal locus of control and self-esteem as tools for recruitment, and training their managers to value and demand employee voice in decisions about how work is structured and executed. POS has two components, emotional and instrumental support. Organizations must provide physical resources needed by employees such as tools, training and work spaces. They must also train managers to provide emotional support by having empathy, mentoring and coaching their subordinates.

### **Limitations & Suggestions**

The study is cross-sectional, and so causality cannot be inferred. Common method variance was present, but analysis shows it is minimal. The participants came from Lagos, a city in Nigeria. Lagos has only 7% of the population of Nigeria (Central Intelligence Agency, 2017). This may limit the generalization of the results to the entire country. However, justification for generalization is based on the fact

that Lagos is among the most densely populated cities in the world, it contains most of the ethnic groups in Nigeria, and is the industrial nerve centre and economic hub of the country (Adewuya et al., 2016; Olowu et al., 2010). A future research is to find out what levels of relational energy is generated and transmitted by the different leadership styles. This was done by Amah (2017), but more leadership styles should be added to future studies. This will help organizations to identify the styles that should be encouraged and those to be discouraged.

## References

- Adewuya, A.O., Ola, B.A., Coker, O.A., Atilola, B.A. et al. (2016), "Prevalence and Associated Factors for Suicidal Ideation in the Lagos State Mental Health Survey", *British Journal of Psychiatry Open*, 2(6): 385-89.
- Aiken, L.S. & West, S.G. (1991), *Multiple Regression: Testing and Interpreting Interactions*, London: Sage Publications.
- Amah, O.E & Okafor, C.A. (2008a), "Relationship Among Silence Climate, Employee Silence Behavior and Work Attitudes: The Role of Self-esteem and Locus of Control", *Asian Journal of Scientific Research*, 1(1): 1-11.
- Amah, O.E & Okafor, C.A (2008b), "The Interactive Effect of Organizational Politics in the Justice, Organizational Support and Job Satisfaction Relationship", *Asian Journal of Scientific Research*, 1(5): 492-501.
- Amah, O.E. (2016), "Employee Engagement and the Work-family Conflict Relationship: The Role of Personal and Organizational Resources", *South African Journal of Labor Relations*, 40(1):118-38.
- Amah, O.E. (2017), "Leadership Styles and Relational Energy in High Quality Mentoring Relationship", *The Indian Journal of Industrial Relations*, 53(1):59-71
- Anikan, D.O. & Oyewole, A.A. (2014), "The Influence of Individual and Organizational Factors on Employee Engagement", *International Journal of Development and Sustainability*, 3(6): 1381-92.
- Anyango, C., Ojera, P. & Ochieng, I. (2015), "Meaning and Application of Employee Voice", *International Journal of Scientific Research and Innovative Technology*, 2(5): 10-16.
- Blau, P.M. (1964), "Exchange and Power in Social Life", New York, USA: Wiley Press.
- Blyton, P. & Turnbull, P. (1998), "Dynamics of Employee Relations", London: Palgrave MacMillan
- Breevaart, K., Bakker, A., Hetland, J., Demerouti, E. et al. (2014), "Daily Transactional and Transformational Leadership and Daily Employee Engagement", *Journal of Occupational and Organizational Psychology*, 87(1): 138-57.
- Cummings, G. (2004), "Investing Relational Energy: The Hallmark of Resonant Leadership", *Nursing Leadership*, 17(4): 76-87.
- Collins, R. (2004), "Interaction Ritual Chains", Princeton, NJ: Princeton University Press.
- Cross, R., Baker, W. & Parker, A. (2003), "What Creates Energy in Organizations?" *MIT Sloan Management Review*, 44(4): 51-56.
- Detert, J.R. & Burris, E.R. (2007), "Leadership Behavior and Employee Voice: Is the Door Really Open?" *Academy of Management Journal*, 50(4): 869-84
- Detert, J.R. & Edmondson, A.C. (2011), "Implicit Voice Theories: Taken-for-granted Rules of Self-censorship at Work", *Academy of Management Journal*, 54: 461-88.
- Eagly, A. H. (2009), "The His and Hers of Prosocial Behavior: An Examination of the Social Psychology of Gender", *American Psychologist*, 64: 644.

- Eisenberger, B., Huntington, R., Hutchinson, S. & Sowa, D. (1986), "Perceived Organizational Support", *Journal of Applied Psychology*, 71(1): 500-07
- Fornell, C. & Larcker, D.F. (1981), "Evaluating Structural Equation Models with Unobservable Variables and Measurement Error", *Journal of Marketing Research*, 18(1): 39-50.
- Gaines, S. O., Jr., Marelich, W. D., Bledsoe, K. L., Steers, W. N. (1997), "Links Between Race/Ethnicity and Cultural Values as Mediated by Racial/Ethnic Identity and Moderated by Gender", *Journal of Personality and Social Psychology*, 72: 1460-76.
- Gouldner, A.W. (1960), "The Norm of Reciprocity: A Preliminary Statement", *American Sociological Review*, 25:161-171.
- Hair, J.F. Jr., Amnderson, R.E., Tatham, R.L. & Black, W.C. (1998), *Multivariate Data Analysis* (5<sup>th</sup> eds.), Englewood Cliffs, NJ: Prentice-Hall PTR
- Hair, J.F. Jr., Black, W.C., Babin, B.J., Anderson, R.E. & Tatham, R.L. (2010), *Multivariate Data Analysis* (7<sup>th</sup> eds.), Upper Saddle River, NJ: Pearson Prentice-Hall
- Hair, J.F. Jr., Hult, G.T.M., Ringle, C.M. & Sarstedt, M. (2013), *A Primer on Partial Least Square Structural Equation Modeling (PLS-SEM)*, London: Sage Publications.
- Harter, J.K., Schmidt, F.L. & Hayes, T.L. (2002), "Business-unit-level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-analysis", *Journal of Applied Psychology*, 87(2): 268-79.
- Kahn, W.A. (1990), "Psychological Conditions of Personal Engagement and Disengagement at Work", *Academy of Management Journal*, 33(4): 692-724.
- Koufteros, X.A., Vonderembse, M.A., & Doll, W.J. (2002), "Examining the Competitive Capabilities of Manufacturing Firms", *Structural Equation Modeling*, 9(2): 256-82.
- Liang, J., Farh, C.I. C. & Farh, J.L. (2012), "Psychological Antecedents of Promotive and Prohibitive Voice: A Two-wave Examination", *Academy of Management Journal*, 55:71-92.
- Morrison, E.W. (2004), "Employee Voice and Silence", *Annual Review of Organizational Psychology and Organizational Behavior*, 1: 173-97.
- Morrison, E.W. (2011), "Voice and Silence within Organizations: Literature Review and Directions for Future Research", *Academy of Management Annals*, 5:373-412
- Nunnally, J. (1978), *Psychometric Theory*, New York: McGraw-Hill
- Olowu, R., Ayejuyo, O., Adewuyi, G., Adejoro, I., Denloye, A. (2010), "Determination of Heavy Metals in Fish Tissue, Water and Sediments in Epe and Badagry Lagoons, Lagos, Nigeria", *Journal of Chemistry*, 7(1): 215-21.
- Owens, B.P., Baker, W.E., Sumpter, D.M. & Cameron, K.S. (2016), "Relational Energy at Work: Implications for Job Engagement and Job Performance", *Journal of Applied Psychology*, 101(1): 35-86
- Podsakoff, P.M. & Organ, D.W. (1986), "Self-report in Organizational Research: Problems and Prospects", *Journal of Management*, 12(4): 545-60.
- Quinn, R.W., Spreitzer, G.M. & Lam, C.F. (2012), "Building a Sustainable Model of Human Energy in Organizations: Exploring the Critical Role of Resources", *The Academy of Management Annals*, 6: 337-96
- Schippers, M.C. & Hogenes, R. (2011), "Energy Management of People in Organizations: A Review and Research Agenda", *Journal of Business Psychology*, 26: 193-203.
- Seppala, P., Mauno, S., Feldt, T., Hakanen, J., Kinnunen, U., Tolvanen, A. & Schaufeli, W. (2009), "Construct Validity of the Utrecht Work Engagement Scale: Multi-sample and Longitudinal Evidence", *Journal of Happiness Studies*, 10(4): 459

- Skirbekk, V. (2008), "Age and Productivity Capacity: Descriptions, Causes and Policy Options", *Ageing Horizons*, 8: 4-12.
- Ugwu, F.O. (2013), "Work Engagement in Nigeria: Adaptation is the Utrecht Work Engagement Scale for Nigerian Samples", *International Journal of Multidisciplinary Academic Research*, 1(3): 16-26.
- Van Dyne, L.V., Cummings, L.L. & Park, J.M. (1995), "Extra-role Behaviors: In Pursuit of Construct and Definitional Clarity", *Research in Organizational Behavior*, 17:215-85.
- Van Dyne, L. & LePine, J.A. (1998), "Helping and Voice Extra-role Behaviors: Evidence of Construct and Predictive Validity", *Academy of Management Journal*, 41(1): 108-19.
- Wang, D.S. & Hsieh, C.C. (2013), "The Effect of Authentic Leadership on Employee Trust and Employee Engagement", *Social Behavior and Personality: an International journal*, 41(4): 613-24.
- Wilkinson, A., Dundon, T. & Grugulis, I. (2007), "Information but not Consultation: Exploring Employee Involvement in SMEs", *The International Journal of Human Resources Management*, 18(7): 1279-97.