

Chapter II: Literature Review

Introduction

The purpose of this chapter is to provide a critical review of the literature as it relates to understanding the meaning of the research variables, and the relationship between them.

This chapter is divided into 4 sections: Dependent Variable, Independent Variable, Relationship between both variables and Connecting Theory.

Employment Engagement (DV)

Definitions

- Identify the original source and scholar of the variable (who coined the term, or the dominant theorist). Describe the meaning of the construct . Try to be as descriptive as possible.
 - "Employee work engagement is defined as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption” (Schaufeli et al., 2002a,b, p. 74). Professor William Kahn coined the term employee engagement in 1990.
- Describe how 2 additional scholars have defined or explained the construct
 - “Gallup defines employee engagement as **the involvement and enthusiasm of employees in their work and workplace**. Employee engagement helps you measure and manage employees' perspectives on the crucial elements of your workplace culture.”(<https://www.gallup.com/workplace/285674/improve-employee-engagement-workplace.aspx>). According to another source, employee engagement is when employees are involved in decision-making, and in various activities that help employees feel included (<https://www.hni.com/blog/bid/45572/the-10-c-s-of-employee-engagement>)
- Compare with examples similarities and dissimilarities, as described among the 3 scholars
 - All three scholars agree that employee engagement is something positive and will determine the contribution of employees. Both Gallup and hni article define it as employees being involved. However, they all define it differently. Kahn mentions effort and energy coming from the employees. Gallup mentions the employee’s enthusiasm. Hni mentions employees being involved in decision-making.

Theoretical Framework

- Identify a theoretical framework of the DV constructs identified in the literature

Ethical Leadership (IV)

Definitions

- Identify the original source and scholar of the variable (who coined the term, or the dominant theorist). Describe the meaning of the construct. Be descriptive as possible.
 - Defined as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making” ([Brown et al., 2005](#): 120). William Greenleaf coined the term ethical leadership.
- Describe how 2 additional scholars have defined or explained the construct
 - SCU describes ethical leadership as “**acting ethically and setting the standard for others to do so as well**. Leaders have an opportunity to inspire others not only to do the right thing but also to consider the kind of people they want to be” (<https://www.scu.edu/leadership-ethics/resources/what-is-leadership-ethics/>). WGU states that an ethical leader leads by example. “Ethical leaders should have the same expectations for themselves as for those that work for them.” (<https://www.wgu.edu/blog/what-is-ethical-leadership2001.html>)
- Compare with examples, similarities and dissimilarities as described among the 3 scholars.
 - All scholars mentioned that ethical leaders have a following. They have people looking up to them to do the right things or to replicate what they do. The difference between the three scholars was they all mentioned different perspectives on a leader’s conduct.

Theoretical Framework

- Identify a theoretical framework of the DV constructs identified in the literature

Variable Relationships

Instructions:

- List each variable relationship, and write a narrative based on the literature that describe the findings, themes, including the population studied and specific results that either supports or does not support the relationship between the IV and DV. The method and discussion sections of articles contain most of the information needed. Review at least 5 articles. Just use the variables names. For example, Spiritual Practice and Employee Engagement or Gender and Employee Engagement.
 - Ethical leader and employee engagement have been shown to be linked together throughout various circumstances, organizations, scenarios, etc. On the role of the unethical leader, one may see that employees are less engaged, less motivated, burned out, etc. Studies have shown that ethical leadership behavior has better outcomes from employees. “These Western studies have so far roughly shown that ethical leadership predicts positive aspects of employee outcomes, such as better task performance and more involvement in the organization. These results were not unambiguously found in Asian research.” (<http://www.progressfocused.com/2020/12/ethical-leadership-is-linked-to.html>). Results from this particular study showed that an ethical leader resulted in employees being more committed to their leaders, work, and/or organization.
 - The article of “The Effect of Ethical Leadership on Work Engagement and Workaholism” shows how leadership affects an organization’s success. This success includes employee contribution with their involvement. The article mentions that employee engagement and workaholism are very similar. This is interesting to know because, in all reality, both do bring about how much the employee likes and wants to work. Positive leaders have positive outcomes from their employees. (<file:///C:/Users/daf7010/Downloads/admsci-11-00050.pdf>)

- **The response to each variable relationship should be approximately 250 words**

Connecting Theory

The connecting theory enables the reader to understand why you believe a relationship exists between your IV and DV. Describe an existing theoretical framework using citations to support this body of knowledge. The connecting theory explains why either a positive or negative relationship exists between both variables. This section should be approximately between 500-750 words. The connecting theory cannot be the same as the theory for either the IV or DV