
The link between perceived relations with employer, conditions at workplace and employee behavioural outcomes: examining the mediating role of employee engagement

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Abstract

This article examines the role played by bosses in small and medium sized enterprises in the link between engagement efforts and behavioural outcomes at workplace. Drawing on social exchange theory, the authors test a mediated model linking perceived relations with boss and the conditions at workplace with employee engagement and behavioural outcomes. The study focuses on two types of self-reported employee behaviours; organizational commitment and cynicism.

Data was collected from a sample of 341 SMEs employees working in UAE and analysed using structural equation modelling. The data reveals that engagement fully mediates the link between both perceived relations with boss and workplace conditions and behavioural outcomes. The findings show the significance of relations with the boss and conditions at workplace in terms of engagement and its implications on the behavioural outcomes of employees.
