

Peer Review

Review of: "The Moderating Effect of Leadership Style on the Relationship between Employee Monitoring and Employee Outcomes"

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The authors are applauded for this very interesting study. Although the leadership styles discussed — Theories X and Y— are not new leadership variables, the study's unique perspective provides an informative and innovative approach that enriches the current leadership discourse. However, there are a couple of crucial methodological errors that I think need to be corrected. I have indicated most of them below:

Comments for consideration:

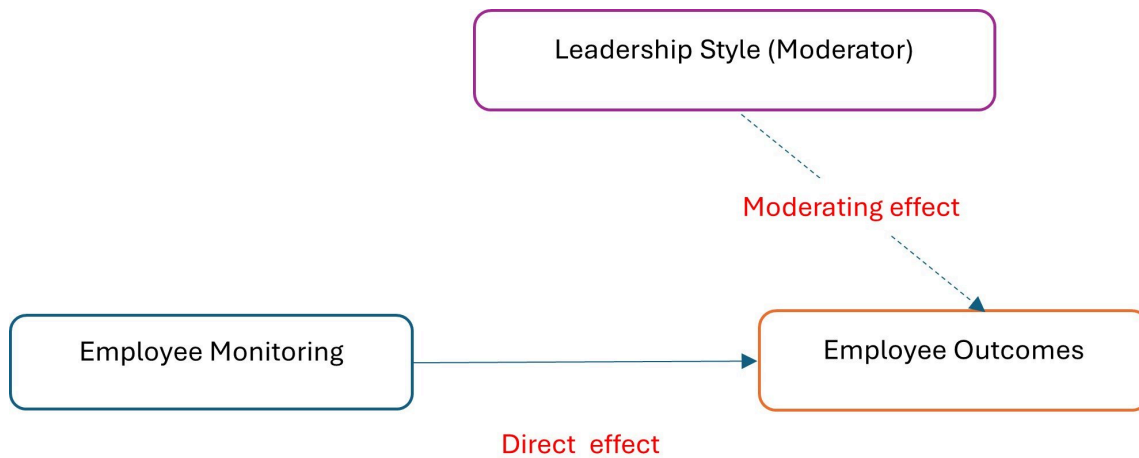
1. 2.2. **Hypotheses** - The use of hypotheses in a study typically indicates the existence of a conceptual framework because hypotheses are frequently based on theoretical or conceptual models. Therefore, stating that a study "employs both hypotheses and a conceptual framework" seems redundant. The statement should read - "This study is guided by a conceptual framework, which informs its hypotheses."



2. **Figure 1 – Conceptual Framework diagram** - The positioning of the moderating variable/s (Leadership style) is a bit confusing.

Solid arrows indicate causal relationships, whilst Dashed arrows indicate moderating relationships. The moderating effects were not correctly depicted on the

conceptual framework as they should be depicted with dashed/dotted arrows. Additionally, the moderating relationship arrow needs to point toward Employee Outcomes rather than away from it.



3. It should be clearly stated in the Abstract if a mixed-methods approach was used for a study. However, it should be noted that the principles of quantitative data collection and analysis were not followed in this study. As such, the study is more of a qualitative study. Furthermore, “Instead of statistical testing, the hypotheses were supported through logical reasoning and literature-based justification.” This statement is misleading in a research context because hypotheses are usually tested using empirical data and statistical methods. The moderating effect was not analyzed as only logical reasoning was used to analyze the data. I suggest that the methodology of the study be presented as qualitative and the hypotheses removed.

4. The authors did not provide adequate information on the demographics of the data collected.

5. “**Figure 2.** Level of privacy provided by employee monitoring technologies.” The positioning or listing of the Likert scale is incorrect. Likert scales are presented in a logical, progressive manner. The Likert scale used in the study should be presented as:

- ☐ Very Comfortable
- ☐ Comfortable
- ☐ Neutral
- ☐ Uncomfortable
- ☐ Very Uncomfortable

Consequently, “**Figure 4.** The impact of EMTs on productivity”, had a similar problem. The correct Likert scale should be:

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

So the question I would like to ask here is – was Strongly Disagree not included in the questionnaire when data was collected? Or perhaps it was included, but none of the participants ticked the Strongly Disagree box. If the response is the latter, then the diagram should still display Strongly Agree but with a 0% assigned to it.

Conclusively, the study is an interesting one, and I sincerely wish the authors all the best!

Declarations

Potential competing interests: No potential competing interests to declare.