RESEARCH ON EMPLOYEES ENGAGEMENT – LITERATURE REVIEW

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ABSTRACT:

On a search of employee engagement on Google, 41,100,000 results display in 0.22 seconds. It is also true that every HR/OD consultant is working in this area. In the last decade the many empirical studies by various researchers have been initiated in this field.

This paper brings out the summary of few empirical studies conducted by the academicians in the employee engagement field at International and National level.

I.   INTERNATIONAL STUDIES:

Eric Ng Chee Hong, Lam Zheng Hao, Ramesh Kumar, Charles Ramendran, Vimala Kadiresan (2016). The main objective of this study is to see the effectiveness of existing training programs, employee empowerment, job appraisal and compensation in retaining & engaging the employee: From the academicians' perception. Quantitative data was collected using the non-probability self-administered questionnaire that consist of Questions with 5-points Likert scales distributed to 278 individuals for the study. The result showed that, there is highly significant relationship between the factors of training, compensation and appraisal on University of Z lecturer's retention & engagement.

Tangthong, Sorasak (2014) The purpose of this study is to determine the effects of human resource management (HRM) practices on employee retention in Thailand's multinational corporations (MNCs). A total of 411 managers, consisting of top management, HR leader and line manager, were examined for the Study. (MNCs in Thailand) Employee Motivation, HR Flexibility, Organizational Citizenship Behaviors, Training and Development, Compensation and Benefits were the variables studied. As per the Results, there is a strong correlation between HRM practices and employee retention. This is useful to firms that aspire to keep employees in their organizations for longer periods.

Lucia Barbosa de Oliveira, Fernanda Flores Roitman Aguiar da Silva (2015) The study aims to evaluate the effects of high performance work systems (HPWS) and leader member exchange (LMX) quality on employee engagement and also to examine the relationship between employee engagement and turnover intention of employees. The research involved 189 employees. (Brazilian organization.) Results of this study conducted in a large Brazilian non-profit organization revealed that HPWS and LMX quality were positively related to employee engagement. Recruitment & selection, Training & development, Motivation and effort, Performance management, Compensation, Job security policy, Opportunities to Contribute were the variables studied.

Carnegie (2013) with MSW Research has studied the useful and affecting elements that affect employee engagement in the Banking Industry. He study include a sample size of 150 banking employees to comprehend the factors affecting employee engagement. The study revealed assurance of employees by their senior leadership, Overall job satisfaction with the organization and emotional attachment with their immediate supervisors as the predominant factors affecting employee engagement.

The study also has identified five important variables affecting this satisfaction. They are employees' satisfaction with senior management, pride with the organization, strong ethics in the organization, values aligning with corporate philosophy and pride arising out of organization's contribution to the community. In this study, satisfaction with senior management again comes up as an important variable contributing to employee engagement. 32% of employees of banking sector report that their immediate supervisor is an example to follow. Lack of trust has appeared to be factor affecting employees' relationship with their supervisors.

Junghoon Lee (2012), this study tested empirically the relationships among antecedents and consequences of worker engagement in the Hotel Industry. This study gave theory-based empirical evidence regarding employee evaluations of self (i.e., core self evaluations) and perceptions of organizational environment (i.e., psychological climate) affect employee engagement. This study examines how employee engagement leads to rewards, overall job satisfaction, attachment to organizational commitment and the Leader–Member Exchange (LMX). Employee Engagement is positively influenced by three components of psychological climate i.e., managerial support, interdepartmental and team communication.

The results also revealed that employee engagement is positively connected with all the outcome variables. The results of the study shows Leader–Member Exchange (LMX) intervene the relationships of employee

engagement with job satisfaction and commitment. Job Satisfaction helps in intervening the relationships between employee engagement, organizational commitment, LMX and organizational commitment.

Fallen Mendes & Marius W. Stander (2011), "Positive Organization: The Role of Leader
Behavior in Employee Engagement and Retention".
The objective of this study was

a.   To determine whether leader empowering behavior, role clarity and psychological empowerment predict employee engagement.

b.   To examine, whether role clarity moderates the relationship between leader empowering behavior, psychological empowerment and work engagement.

c.   To determine if work engagement predicts intention to leave organization. .

A convenience sample of 179 was taken from a chemical organization. For this study the following questionnaire were administered:

- Leader Empowering Behavior Questionnaire
- Measures of Role Clarity and Ambiguity Questionnaire,
- Measuring Empowerment Questionnaire,
- Utrecht Work Engagement Scale
- The Intention to Leave Scale were administered.

The analyses showed that a leader's behavior is connected to employees' experiences of the environment of the organization. A elevated level of development was related to elevated role clarity. Therefore, when a leader focuses on the development of employee, they are more conscious of the expectations upon them.

When employees feel their work as meaningful, they will work with higher levels of energy in doing their work, be more enthusiastic in completing work related tasks and show high levels of focus in their work. Higher the levels of impact higher the levels of dedication, this indicates that if employees feel they have control over their work environment they will react with increased eagerness in doing their work.

The study proved that empowering behavior of the leader (development, accountability and authority), clarity of role and psychological empowerment (competence, meaning, impact and self-determination) are strongly related to work engagement's three categories (vigor, dedication and absorption) and intention to leave.

Andrew J. Wefald (2008), in his study titled An Examination of Job Engagement, Transformational Leadership, and connected Psychological Constructs",. The study was aimed to critically scrutinize the concept of engagement and to present empirical evidence regarding its place in the network of job attitudes. Both theoretically and empirically, engagement has been associated to personality and leadership variables. No research to date has attempted to examine all three concepts together. This research has attempted to link engagement, personality, and leadership in a theoretically based model. 382 employees of a mid-sized financial institution were taken as samples and surveyed on demographic items, attitude measures, a leadership measure, and a personality measure. Results signified the Schaufeli and Britt measures of engagement overlap with job satisfaction and affective commitment.

This results of this research showed that there is a strong link between engagement with leadership, vigor, and personality. Followers' reports of leadership predicted engagement and individual difference variables also predicted engagement/vigor.

David S. Gill (2007), "Employee Selection and Work Engagement: Do Recruitment and Selection Practices Influence Work Engagement?".

The target of this study was to examine the impact employee selection and recruitment practices had on work engagement and to determine what proportion of a various selection techniques has on engagement, organizational practices. This study served to expand the literature on antecedents and outcomes of job engagement to incorporate human resources practices, such as Realistic Job Previews (RJP) and selection tests, as antecedents.

A sample of 161 IT help desk support representatives, who were classified by receiving or not receiving an RJP, the selection tests, were assessed on the Utrecht Work Engagement Scale (Schaufeli, Salanova, Gonzalez-Roma, and Bakker, 2002). Further analyses were conducted to establish the predictability of engagement on individual (e.g., personal health and job satisfaction) and organizational outcomes (e.g., turnover intentions and performance). Overall, results recommend that human resources practices ought to be incorporated in the work engagement model.

The results highlighted the requirement for a lot of research on work engagement models. As the body of work increase with relevance work engagement, the planned models of engagement will begin to incorporate an advanced and complex relationships between engagement and antecedents and outcomes (e.g., reciprocal, recursive). Although personality wasn't an element incorporated during this study, it's one that shows greater promises. From research on vigor and personality by Shraga and Shirom (2007), the individual could be a variable that's usually ignored out of the equation. Much like

the original conceptualization of job burnout, engagement remains primarily viewed as a state concept.

The results of this study suggest the following:

- There is a meaningful distinction between job engagement and organization engagement;
- A number of antecedent variables predict job and organization engagement;
- Job and organization engagement are related to individual consequences;
- Job and organization engagement mediate the relationship between antecedent variables and consequences.
- SET provides a meaningful theoretical basis for understanding and studying employee engagement.

Ulrika Eriksson Hallberg (2005) in her study "Studies of Work Engagement, Type A Behavior and Burnout" explained the association between being 'on fire' and burnout.

More specifically, the thesis concentrated largely on Two representations of involvement in work (work engagement and Type A behavior) and their relationships to burnout. Another pervasive theme was construct validity in assessing burnout and work engagement. These themes were self-addressed in four empirical studies, conducted during a sample of Healthcare employees (Study I) and a sample of Information Communication Technology consultants (Studies II, III, and IV).

The results given during this thesis support the construct validity of Swedish versions of the MBI and UWES. It had been indicated that emotional exhaustion and depersonalization (or cynicism) consists the core aspects of burnout, which work engagement was more prominently related to lack of health complaints than job involvement and organizational commitment. Conclusive suggestions encourage both research and practice to explore the work engagement can best be increased by job design.

ii. Indian Studies:

Compared to western research on employee engagement, India falls behind. There are very less studies conducted on this issue. The studies have been confined to particular industry.

Few potential studies are as given below:

Priyadarshni Nidan (2016) 'In this exploratory work, 380 responses are collected from 5 totally different retail stores, that shows comparative study of worker engagement across retail sector and the way it affects worker productivity and motivation level. Result shows that mentioned worker engagement drivers have an

effect on the motivation and performance of staff sector. There are many factors that influence the worker performance and motivation within the organization however this analysis contemplate the worker engagement solely. worker engagement play a vital role in achieving organizational objective, building effective work groups, healthy social relationships among coworkers and managers and conducive atmosphere in the organization that enhance motivation and results in better organizational performance.

Iqbal, et al (2015) studied the impact of rewards and leadership on employee engagement in the banking sector. The study investigated the relationship of reward policies to employee engagement, the involvement of reward practices in enhancing employee engagement and the relationship between organizational performance and employee engagement. This study has established that leadership enhances employee engagement when there is positive emotional connect to employees. It has revealed that reward and organizational leadership have a positive effect resulting in a higher level of engagement of employees. The study has established that organizational commitment to reward employees motivates them to work harder within the organization resulting in increased employee engagement. Engagement of staff with their work improves the level of performance. As per the study engaged staff are galvanized to support the organization to accomplish its business goals.

Preeti Thakur (2014) studied the impact of employee engagement on job satisfaction in IT Sector. She studied a cross section of managerial and clerical workers of IT Sector. The study tried to understand the impact of worker engagement on job satisfaction in IT Sector. The study disclosed that there exists a positive relationship between engagement and job satisfaction in IT Sector. She found that in IT Sector at the clerical level rewards and recognitions are considerably related to job involvement. The coefficients she studied were motivation by co employees, feedback and guidance from supervisor, safe work practices, timely info sharing, understanding work expectations, coaching opportunities, work life balance, appreciation from team members, welfare and favorable policies and procedures and many more. The study has revealed that the key dependent variable is the factor of positive working environment that leads to job satisfaction which again leads to increased employee engagement in organizations.

Vishal Gupta and Sushil Kumar (2013) "Impact of performance appraisal justice on employee engagement: a study of Indian professionals" Performance appraisal is one of the foremost necessary human resource management practices because it yields essential decisions integral to varied human resource actions and outcomes. The aim of this study is to explore the connection between perceptions of performance appraisal fairness and worker engagement within the Indian business context.

The study was conducted in 2 phases. The Phase I, explored the connection between justice perceptions and a one-dimensional conceptualization of engagement. The Phase II, explored the relationship between justice perceptions and a three-dimensional conceptualization of engagement. The relationships between justice perceptions and engagement were analyzed through zero-order correlations and hierarchical regression analysis

The results of the study show that distributive justice and informational justice take precedence over procedural justice. . Employees who feel that they were given reasonable ratings tend to believe that the procedures followed are reasonable and just. once an worker feels that the outcomes (salary hike, rewards, etc.) proportionate with effort put in, he/she reciprocates it with greater vigor, dedication and is highly engaged (physically, cognitively and emotionally) in is/her job

The study findings recommend a major positive association between distributive and informational justice dimensions and worker engagement. Distributive justice and informational justice dimensions were found to own a stronger impact on worker engagement conceptualized as oppositeness of burnout.

Rabiya Sange and R.K. Srivasatava (2012) "Employee Engagement and Mentoring: An Empirical Study of Sales Professionals."

This study makes an attempt to find whether being a part of the mentoring relationship enables employee engagement. The researchers took survey sample of 170 sales / marketing Professionals at completely different levels in the organizational hierarchy of Mumbai region. They have found that there was a big distinction in the employee engagement scores of respondents who were a part of mentoring relationship. This means that the organizations that plan to invest their resources in establishing a mentoring program can see a significant impact on the employee engagement levels of their workforce.

He found that respondents of the survey who were a component of the mentoring relationship scored high on the dimensions of company perception, development opportunities, work atmosphere and information and communication in the questionnaire. i.e. they felt that their organization is a better place to work for and were optimistic about the superior leadership. They conjointly perceived that the organization provided opportunities for them to grow in their careers which they were well informed about the future course that the organization would be taking.

He concludes that mentoring positively impacts worker engagement and might have lasting positive repercussions for organizations. It's been established repeatedly that providing quality mentoring relationships throughout the organization will increase worker engagement in many ways . The research paper has highlighted that mentoring will have a big impact on engaging staff.

Ravichandran K. el al (2011), "The Impact of Emotional Intelligence on Employee Work Engagement Behavior: An Empirical Study"

The objectives of this study were to know the linear association between the Emotional Intelligence and Work Engagement behavior and to spot the dominant variables of Emotional Intelligence that influence the Work Engagement behavior.

In this research it's found there's a major linear association between the overall Emotional Intelligence and Work Engagement behavior. it's critically discovered the Pearsons Correlation Co-efficient Value of .377 indicates positive weaker relationship between the above variables that could be a reflection of Emotional Intelligence behavior alone won't influence Work Engagement behavior. It's advised that the managers have to identify those variables that influence Work Engagement behavior except for the prevailing Emotional Intelligence construct variables used for this study. The factor analysis of the study extracts 8 dimensions out of 29 variables after reviewing Emotional Intelligence construct. It is advised that the managers have to focus on these eight Emotional Intelligence dimensions when they explore Emotional Intelligence study

Dr Harold Andrew Patrick and Saradha H (2011), "Employee Engagement In Relation To Organizational Citizenship Behaviour In Information Technology Organizations" As per author many literatures on OCB have highlighted the link between OCB and productivity, in-role performance, and business unit performance. But there has been no research established to seek out, if there's any influence of OCB on worker engagement. This research deals with 2 constructs relevant to employees organizational behaviour specifically employee engagement and organizational citizenship behaviour that influences the organization's performance. The aim of the research given during this paper is to examine which among the drivers of worker engagement has major influence on worker engagement. 235 workers were surveyed and a reliable and standardized instrument was adopted. The findings indicated moderate level of engagement and OCB experienced by employees and vital relationship was found between engagement and OCB. Current career intention, job satisfaction, pay & benefits, management, equal opportunities, and organization citizenship behaviour had a major influence on worker engagement. The detail findings and implications are mentioned within the paper.

The author concludes that the readiness of the worker to remain back with the organization and his job satisfaction levels indicate the height of worker engagement to the major extent. Good worker retention techniques, difficult job, sensible pay and benefit package, improved managerial system with

unambiguous evaluation feedback, equal opportunities in internal vacancies, followed by enhancing the Organizational Citizenship Behavior may improve the degree of employee engagement.

Jyotsna Bhatnagar, Tara Shankar (July 2010) "Work Life Balance, Employee Engagement, Emotional Consonance/Dissonance & Turnover Intention" The researchers explained the importance of Work–Life balance the core of problems central to human Resource development (HRD), Work Family Conflict & Work Family Enrichment. This paper proposes theoretical model to be tested through empirical observation. The development of a robust scale for measuring of Work-Life Balance is stressed upon. The projected model focuses on the correlation of Work-Life Balance construct and its relationship with variables like employee engagement, emotional consonance/dissonance and turnover intention.

They created six propositions viz.

i. Experience of Work Life Balance can have a higher impact on centrality of job in an employee's life cycle.

ii. Experience of Work Life Imbalance will be impacted by high demands at work if the family life is more important to employee.

iii. Work Life imbalance will be higher, if the need of employees' personal space, family and work demands is higher.

iv. a. Higher Work Life Balance results in higher Employee Engagement experiencing emotional consonance.
   b. Emotional consonance results in lower intention to quit experiencing Work Life Balance.

v. High Work Life Balance can cause High Employee Engagement, and low intention to quit.

vi. Higher the emotional consonance, higher is the Work Life Balance mediate by worker Engagement

CONCLUSION

Healthy Employee Engagement spreads a positive connotation to employee for being in the job, being committed and loyal to the organisation. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations productivity and effectiveness. Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. Hence it can be concluded that maintain healthy employee engagement maintaining employee engagement

lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

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