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Management Techniques for Employee Engagement in Contemporary Organizations



**Naman Sharma, Narendra Chaudhary,
and Vinod Kumar Singh**



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Management Techniques for Employee Engagement in Contemporary Organizations

Naman Sharma

Entrepreneurship Development Institute of India, India

Narendra Chaudhary

Symbiosis International University, India

Vinod Kumar Singh

Gurukul Kangri Vishwavidyalaya, India

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Modern organizations are moving towards more sustainable models by utilizing the power of employees to attain their objectives. Organizations are engaging their employees in various activities to ensure their level of commitment towards employers. Positive employee engagement has been linked to a growth in terms of organizational performance, financial benefits, and reduced attrition. The purpose of this chapter is to understand the concept of employee engagement in today's competitive market and to know about the various engagement practices adopted by the global leaders. This study is an attempt to address this need by giving a brief insight into the evolution of employee engagement as an academic discipline, the broad approaches adopted to characterize employee engagement, and the resultants dimensions identified through the studies. The authors also attempt to provide an insight into industrial attempts to execute employee engagement initiatives through brief cases.

Chapter 2

Employee Engagement as a Contemporary Issue in HRM.....	20
<i>Yuvika Singh, Chandigarh Group of Colleges Landran, India</i>	

For the past few years, employee engagement has become an important concern in the corporate world. Products and processes alone cannot help the organizations to survive in the market. They also need highly motivated and completely involved employees who are very passionate about their task and their organizational goals; in short, they need "engaged employees." But, retaining the engaged employees requires a lot of effort and skill on the part of HR heads. Employee engagement cannot be considered as an easy intervention in improving the commitment towards job, motivation, or productivity. This chapter

will throw light on how employee engagement can be increased. This chapter also tries to identify the main drivers of employee engagement, its various attributes together with new ways to measure it, how to handle disengaged employees, and new engagement practices in the corporate world. In this chapter, the modern employee engagement activities being practiced by the corporate world in the Indian context will be discussed.

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Cultural Issues in Employee Engagement: Illuminate, Causes, and Significance 47

Radha Yadav, Chandigarh University, India

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Sunaina Arora, Jaipuria School of Business, India

Frederic Andres, National Institute of Informatics, Japan

The purpose of this chapter is to analyze the cultural issues in employee engagement. This chapter covers the importance of employee engagement and diverse workforce. The author focuses on the role of culture in employee engagement, and it shows a positive relation between the organization performance and employee engagement. In this chapter, the author also depicts cultural issues in the organization. In the end, the author emphasizes the techniques to improve the cultural issues to enhance employee engagement.

Chapter 4

Do Organizations Really Gain Without Pain? The Dark Side of Employee Engagement..... 57

Nil Selenay Erden, Istanbul University, Turkey

The positive psychology movement involves putting an emphasis on investigating positive qualities of individuals. The movement has also affected work psychology domain. One of the most outstanding topics in the work psychology domain has been work engagement. Work engagement, defined as a positive state of mind, characterized by vigor, dedication, and absorption, has been studied in relation to individual resources and performance indicators. Primary objective of this chapter is to provide assumptions on the dark side of work engagement. In this respect, the dark side of employee engagement, which has not received great attention in the literature, will be discussed in order to inspire a more balanced focus for future studies and organizational settings. The recommendation section includes avenues for future studies and suggestions for gatekeepers/managers.

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A Systematic Review of the Correlates and Outcomes of Employee Engagement 78

Duygu Toplu Yaslioglu, Istanbul University, Turkey

Engagement is a concept that is hard to define and easy to realize. Engagement is motivational, and this motivation helps individuals to allocate their resources for their job performance and use those resources intensively and consistently. So, one can say that employee engagement should have been correlated with some variables related with work and organization. In the academic literature, engagement is a relatively high focused area, and it is said to be related to but distinct from other constructs in organizational

behavior. Engagement’s casual and correlational relationships with the various concepts such as burnout, job demands and resources, organizational commitment, job involvement, workaholism, job satisfaction, for example, are much researched. However, researches indicate different results. This chapter aims to systematically review the aforementioned concepts relationship to engagement and eventually put forward, if any, conflicts and resemblances among previous researches.

Chapter 6

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Deepika Pandita, Symbiosis International University, India

This chapter will focus on the drivers of employee engagement and will define the engagement proposition for the employees in the organization. It is important for the human resource systems in companies to be effectively clubbed with new processes to make employee engagement an end-to-end practice. Employers know that engaged employees are more productive, and therefore, every organization needs to analyze the drivers of employee engagement. There are many drivers to employee engagement. This chapter will discuss a few engagement drivers, namely meaningful work, workplace environment, and recognition.

Chapter 7

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Sharon E. Norris, Spring Arbor University, USA
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Engaged employees are connected, present, authentically self-expressive in their work roles, and committed to their organizations. Disengaged employees are disconnected and detached from their work. The extent to which employees are engaged is malleable and subject to influence and change; therefore, employee engagement can be developed. When employees believe they are supported with opportunities for growth and development, they are more likely to be engaged in their work. In this chapter, employee engagement, employee development, and full range leadership are discussed along with how leaders use transactional, transformational, and laissez-faire leadership to develop followers and encourage employee engagement.

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Gül Selin Erben, Beykent University, Turkey

Today, many organizations look for more loyal, committed, and engaged employees. Employee engagement has two dimensions, which are work engagement and organizational engagement. In this chapter, the moderating effect of demographic variables in the relationship between mindfulness and work engagement is examined. Mindfulness is a concept which has its roots in Buddhism. Mindfulness is defined as a state of mind that enables an individual to be here and now with his/her full potential. This study aims to find the impact of demographic factors (gender, age, educational background, income, marital status) in the relationship between mindfulness and work engagement. Thus, the research question of this study is, Does the relationship between mindfulness and work engagement differ according to demographic factors such as sex, age, educational status, marital status, income level? In this study, quantitative research methodology will be used. In order to answer the research question, survey tool is applied to 142 white collar employees working in Istanbul at different sectors.

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<i>Priyanka Chopra, Gurukula Kangri Vishwavidyalaya, India</i>	

Employee engagement is gaining a vast and critical importance in today's highly competitive and dynamic business environment. An engaged workforce is a vital asset for the organization that contributes their efforts for the benefit of the organization. The chapter identifies the differences in engagement level of employees with respect to job and organizational characteristics (gender, age, tenure, and position) of employees in selected telecom companies in India. This co-relational study undertakes internet-based survey questionnaire based on Utrecht Work Engagement Scale (UWES-9). Hypotheses have been tested through ANOVA, post hoc analysis, and correlational analysis procedures to estimate the relationships among variables. The results of the study found significant differences in the work engagement level of employees with respect to age, years of work experience, and employee position except gender. The strategies to drive employee engagement in the organization are also proposed.

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<i>Mohuwa Bhowal, NTPC Ltd, India</i>	
<i>Damini Saini, University of Lucknow, India</i>	

In today's business environment, it is highly important that organizations develop and adhere to the standing orders as well as formulate appropriate policies and reward systems for employees to sustain them in the organization. The purpose of this chapter was to highlight the Indian scenario of employee engagement. Authors described the employee engagement and its major concepts and approaches along with its background, especially in India. Further, the major challenges and encounters in employee engagement field are also discussed. In the end, the authors proposed a list of solutions comprising workplace, leadership, and culture and other ways to handle these challenges.

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<i>Tanusree Chakraborty, Rajalakshmi School of Business, India</i>	
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The chapter focuses on the positive aspects of the work environment and attempts to throw light on how in organizations different perspectives of positive work, positive social connections, positive culture leads with a more satisfying work environment and engaged employees. Beginning with an understanding of the definitions of employee engagement, the chapter takes the reader through the pillars of positive work environment, through the significance of fulfilling relationships at work, leading to greater employee engagement, importance of hope, efficacy, resilience, and optimism (HERO), and communication in enhancing employee engagement and to a greater organizational oeuvre. The chapter has tried to cogitate that a culture of employee engagement can be built, and it should be fabricated through the tenacious efforts of managers and leaders in the organization. Thus, the chapter highlights that employee engagement should in itself become the culture of any organization, and the role of positive work environment towards building this culture is indispensable.

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Sonu Kumari, Panjab University Chandigarh, India

In this chapter, the author explores the concept of gamification in general and in context with employee engagement. The emergence and definitions of gamification are explained in the initial part of the chapter. Later, the benefits of gamification, in general, are listed and the linkage between the two (i.e., employee engagement and gamification) is explained. The broad aim of this chapter is to explore gamification as a strategy for employee engagement in the 21st century organizations and how these two are linked. The focus areas for the implementation of gamification form the proceeding section of the chapter. The chapter also highlights the benefits and criticism of gamification. Later, the author states the ways by which organizations are benefitted with the application of gamification. The criticism of gamification is discussed in the concluding part of the chapter, and the chapter will also facilitate the readers by exemplifying how organizations implement gamification on a realistic level.

Chapter 13

The Impact of Job Engagement and Organizational Commitment on Organizational Performance:
Evidence From India..... 218
Vandana Singh, Gurukul Kangri University, India

Job engagement has received much concentration in both research and practice due to its potential impact on various organizational outcomes. The chapter explores the impact of organizational commitment and job engagement on organizational performance in IT industry. The questionnaire employed in this study consisted of job engagement variables and organizational commitment variables taken as independent variables while organizational performance variables as the dependent variable. Sample for the study consisted of 475 IT professionals from five IT organizations. Simple random sampling was used as a sampling technique, and this study was an ex-post in nature. Data were analyzed using mean and standard deviation, correlation, and multiple regression. The result revealed that the job engagement and organizational commitment significantly correlated with IT organizational performance and significantly impact the organizational performance of IT.

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Kanupriya Misra Bakhru, Jaypee Institute of Information Technology, India
Alka Sharma, Jaypee Institute of Information Technology, India

The authors have discussed in detail the meaning of employee engagement and its relevance for the organizations in the present scenario. The authors also highlighted the various factors that predict the employee engagement of the employees in the varied organizations. The authors have emphasized on the role that HR analytics can play to identify the reasons for low level of engagement among employees and suggesting ways to improve the same using predictive analytics. The authors have also advocated the benefits that organizations can reap by making use of HR analytics in measuring the engagement levels of the employees and improving the engagement levels of diverse workforce in the existing organizations. The authors have also proposed the future perspectives of the proposed study that help the organizations and officials from the top management to tap the benefits of analytics in the function of human resource management and to address the upcoming issues related to employee behavior.

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<i>Shikha Rana, IMS Unison University, India</i>	

Recently, a lot of research is being conducted espousing the role of employees in achieving growth and sustainability. Everyday organizations are confronted with unforeseen changes in the form of innovations, competition, and legal compliances. These factors may hinder the organizational growth. Research studies have shown that employees play a crucial and important role in the long-term success of the organization as overall performance is a result of employees' enhanced productivity, which is an outcome of motivation, satisfaction, and engagement. An employee is said to be engaged if he/she attains the objectives, stays committed with the organization, and represents the company. High engagement of an employee with the organization leads to various organizational outcomes like high productivity and profitability, customer satisfaction, and reduced turnover of employees. The chapter explicates the concept of employee engagement and its drivers and relevance in the current scenario. Furthermore, various practices implemented by Indian organizations have also been discussed in the chapter.

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Burnout and Stressors as Influencers on Work Engagement Among Law Enforcement Agents in Selected Cities.....	268
<i>Mihir Joshi, Gurukula Kangri Vishwavidyalaya, India</i>	

Burnout is an underlying issue that has an adverse effect on the working enthusiasm of the employees. In this chapter, the researcher has attempted to assess the influence of stressors on burnout and work engagement in the context of the Indian law enforcement agents. The study evaluates the correlations between burnout factors—emotional exhaustion, cynicism, low professional efficacy—with vigor, dedication, and absorption. For the purpose of this study, items from MBI-GS for assessing burnout, scale for stressors, and employee engagement are adapted. The construct of the scale developed was established using confirmatory factor analysis. The study was carried out for 145 law enforcement agents in the selected cities of a North Indian state. T-test results applied on stressors between male and female groups show varying results. A significant negative effect of burnout factors on work engagement factors is observed through the empirical examination using SEM AMOS.

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Foreword

Contemporary organizations across globe are struggling for a workforce which can shoulder the responsibility to take the organization forward and not just merely do what it is being asked to do. From time to time researchers and consultants have voiced the concept of employee engagement as a means of designing such a workforce. But even after decades of debate and varied perspectives, most organizations still are clueless about how to achieve it. While most organizations focus on some aspects like rewards, recognition and talent management, very few organizations understand that employee engagement is much more complex. These successful organizations design its structure and culture in a way that promotes employee engagement.

Divided into three sections, this book offers an extremely useful compilation of antecedents, cases, approaches and practical strategies to enhance employee engagement for organizations. Especially the section on various management techniques to enhance employee engagement is extremely useful and must read for every concerned individual of this field. In fact, this book should be read by everyone who views or even suspect that the employee engagement is an answer to a successful organization.

Passing through the well written, organized, enormously practical and sincere attempts made in the book, I now firmly believe that the editors, Prof. (Dr.) Vinod Kumar Singh, Dr. Naman Sharma and Narendra Chaudhary along with the respective authors of the 16 chapters included in the book should be extremely confident that there will be many grateful readers who will be immensely benefited from this book. This book is the need of the hour and the valuable insights presented in the book are extremely appreciable.

I congratulate and compliment editors, publisher and authors of *Management Techniques for Employee Engagement in Contemporary Organizations* and am sure that in coming days this book will become a primer for academicians, researchers, consultants and policy makers of this field.

Shri Satyendra Pathak
District & Sessions Judge (Retd.), Bihar, India

Preface

In today's world amidst intense competition, organizations try to leave their mark and sustain in the global market space. Every organization is trying to capture the market by innovating and bringing better products and services to retain their customers. Markos and Sridevi (2010) found in their research that engaged employees are additionally productive (Srivastava, Ramachandaran, & Suresh, 2014), help improve the organizational operations and enhance organizational performance. The race to reach the pinnacle is putting mounting pressure and stress on their employees leading to lower productivity and performance of the entire organization. Employees are facing difficult times to manage their work-life balance and keep sync with all-time technological and organizational disruptions in place. This has led to demotivated and disengaged employees that affect the organization adversely. It calls for immediate precautionary steps to be initiated by the various organizations to control the dropping engagement levels of present workforce.

As engagement of talented employees has been found to help an organization to gain competitive advantage (Anitha, 2014), the lowering levels of engagement among the employees has baffled many organizations and left them perplexed, demanding them to work out strategies to enhance the engagement levels of their employees. As per the Gallup's latest survey: only 31 percent of the workers were engaged in their jobs in U.S. and Canada in 2017 which was slightly higher as compared to figures in 2011, i.e. 29 percent. As the share of the working millennial workforce is on rise and will dominate the working population as predicted to 44 percent by 2030. The boomers are getting retired and Generation Y is a majority and millennials taking front seat will pose more challenges in front of the present organizations to engage them. In order to seek motivated employees business firms need to carve out and customize their employee engagement strategies to involve and engage this group of generation. Past researches have highlighted the issues pertaining to engagement and its negative consequences from time to time. It has been reflected from time to time through various reports and surveys by Gallup and AON that disengaged employees cost the nation nearly about \$450 and \$550 billion each year.

As per various experts in the field of Human Resources one thing that remains to the core and certain would be employee engagement matters. And the second certain thing is that HR knowing this has failed to do enough to improve employee engagement.

According to Ben Eubanks (2016), Principal Analyst at Lighthouse Research & Advisory, "Engagement is not a program," he states. "The truth is that employees are probably tired of your 'programs'." Nor is engagement an outcome, he continues, referencing the fact that some HR leaders check engagement scores as if they were sales figures. A company with engaged employees will see the outcome in increased innovation, retention and revenue – but to treat engagement itself like the final goal is limiting your business results."

The above lines itself showcases the importance of employee engagement for the existing businesses and draws attention to fix it as early as possible to derive the benefits of having engaged employees. But despite this notion, there is still a dearth of quality research and literature on employee engagement (Wollard & Shuck, 2011) specially in context of underdeveloped and developing economies (Sharma & Garg, 2017).

This book is a deliberate attempt to offer insights based upon various theories and qualitative and quantitative researches to both academia and industry practitioners concerning resolution of employee engagement issues in existing business organizations. Although, many authors and researchers have tried to address the issues related to employee engagement in the past, but there exists huge vacuum of the studies that underlines the strategies to address the engagement issues faced by the contemporary organizations in today's world. This book is a genuine endeavor to fill that vacuum and address the challenges faced by the existing organizations.

The book delves deep upon the fundamentals of employee engagement, its rising importance, issues and challenges faced by the organizations, evolving trends and varied tools and techniques that can be employed to engage the diverse workforce to optimum and derive benefits of engaged workforce.

This book initiative has been rolled out keeping in mind the requirements of the management professionals, consultants, policy-makers and reviewers, academia and researchers with aim to develop and enrich their knowledge, understanding and a give a food for thought on the subject. This would help the targeted stakeholders to identify the issues faced by their businesses and carve out the appropriate strategies to resolve the workplace issues concerning employee engagement. This book has collated the various research evidences associated with employee engagement and various management techniques relying upon numerous theoretical and empirical studies that can help in formulating the best strategies to cope up and resolve workforce engagement issues. In this manner, the present book makes an generous contribution to both and industry and academia with reference to employee engagement and its effective management.

OVERVIEW OF CHAPTERS

The book encompassed 16 chapters organized into below three sections:

- Employee Engagement: An Introduction
- Employee Engagement: Contemporary Issues
- Management Techniques for Employee Engagement

The first section of the book intends to introduce the concept of employee engagement to its readers and contains two chapters. The section begins with an extensive review of literature in Chapter 1 by Ashish Gupta and his colleagues on the evolution of employee engagement and also covers few case-lets on the subject to highlight its industry implications. This well-written chapter provides the deserving start to the book and set a premise to delve deeper into the concept of employee engagement. Chapter 2 by Yuvika Singh provides an overview of various aspects of employee engagement in organizational settings. The chapter discuss a wide variety of issues such as the influence of corporate culture, challenges and barriers to employee engagement, drivers of engagement as well as some prevalent general practices to attain high employee engagement.

Preface

The second section of the book summarizes the various contemporary issues related to employee engagement prevalent in organizations. This section again consists of two chapters. Chapter 3, 'Cultural Issues in Employee Engagement: Illuminate, Causes, and Significance' by Radha Yadav and her colleagues sheds light on the cultural issues affecting the employee engagement in an organization. Issues like religion, customs, language etc. are discussed at length and a concise but focused attempt has also been made to reflect on certain techniques to improve the employee engagement. The second chapter of the section and Chapter 4 of the book titled 'Do Organizations Really Gain Without Pain? The Dark Side of Employee Engagement' by Nil Selenay Erden took up the serious yet less debated issue of dark side of employee engagement. The chapter reflects on issues like over engagement, detachment, workaholism etc. Author has concentrated his efforts to stress the importance of maintaining a balance at work so that the intended positive outcomes from the employee engagement can be realized.

The final Section 3 of this book is the real heart and soul of this book project. It elaborates on the various management techniques that can be utilized/adopted by the organizations to keep its employees well engaged. There are in total 12 chapters in this section which covers various possible antecedents as well as outcomes linked with employee engagement. Chapters also try to draw causal relationship between important variable, provide necessary implications and suggest techniques to achieve employee engagement.

Duygu Toplu Yaslioglu in Chapter 5 discusses the various correlates and outcomes of employee engagement at length. The chapter offers a rich review of literature on employee engagement studies and sheds light on important variables such as OCB and job embeddedness etc. which are rarely covered in studies of this domain. Following Chapter 6 titled 'Drivers of Employee Engagement and Engagement Value Proposition' outlines the drivers of employee engagement. The chapter discusses the Alan Saks's (2006) model of antecedents and consequences of employee engagement.

Chapter 7 by Sharon E. Norris and Ashley R Norris links the full range of leadership theory with employee engagement. All three leadership styles, i.e. transactional, transformational, and laissez-faire leadership are discussed in great lengths and their relationship in context of employee engagement has been stressed upon. The next Chapter 8 by Gül Selin Erben highlight the importance of mindfulness in attainment of work engagement through an empirical study. The chapter is one of the few attempts all over to test the impact of demographic factors on the relationship of mindfulness and work engagement. Chapter 9 titled 'Developing and Sustaining Employee Engagement: The Strategic Perspective in Telecom Company' is an empirical study covering four telecom companies from India. The overall objective of the chapter is to assess the engagement levels of employees on their individual and job characteristics. The chapter also suggests some strategies to improve overall engagement of employees.

Chapter 10 of the book covers extensive employee engagement strategies for the organizations. Authors have discussed various approaches such as Kahn's (1990) Need-Satisfying Approach, Burnout-Antithesis Approach, etc. which provides valuable insights on what organizations can adapt to improve engagement of its employees. Chapter 11 stresses that culture of employee engagement can be developed through concentrated efforts made by the leaders and management. The chapter highlights the importance of positive work environment in creating such culture.

In Chapter 12, author Sonu Kumari, suggests gamification as one of the strategies that can be used by the organizations for employee engagement. The application of gamification has been discussed at length and its criticism has also been discussed. Chapter 13 is an empirical study exploring the impact of job engagement and organizational commitment on organizational performance of 475 IT professional based in India. The data collected were analyzed through multiple regression and results obtained were

discussed in detail to present valuable insights on the subject. Chapter 14 describes HR analytics as a tool to analyze employee experience and then to further develop strategies to gain better employee engagement for the organization. Authors also discuss the application of HR analytics for Indian organizations which can be used both for researchers and practitioners. The penultimate chapter describes the various drivers of employee engagement especially in Indian context. Author tried to link various models with these practices and elaborate on various strategies that could be used. The final Chapter 16 by Mihir Joshi is niche study conducted on law enforcement personnel. The study discusses the influence of stressors and burnout on work engagement.

In totality, the book attempts to cover the various antecedents/outcomes of employee engagement along with the management techniques that can be utilized to enhance employee engagement. We sincerely wish and hope that this book would serve its purpose to practitioners, researchers, academicians and students of human resource/organizational in order to further undertake progressive research/practice in this field.

Naman Sharma
Entrepreneurship Development Institute of India, India

Narendra Singh Chaudhary
Symbiosis International University, India

Vinod Kumar Singh
Gurukul Kangri Vishwavidyalaya, India

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Naman Sharma
Entrepreneurship Development Institute of India, India

Narendra Chaudhary
Symbiosis International University, India

Vinod Kumar Singh
Gurukul Kangri Vishwavidyalaya, India

Section 1

Employee Engagement: An Introduction

Chapter 1

Employee Engagement: Evolution, Approaches, and Perspectives

Ashish Gupta

Indian Institute of Foreign Trade (IIFT), India

Anushree Tandon

Birla Institute of Management and Technology (BIMTECH), India

Darshana Barman

Indian Institute of Foreign Trade (IIFT), India

ABSTRACT

Modern organizations are moving towards more sustainable models by utilizing the power of employees to attain their objectives. Organizations are engaging their employees in various activities to ensure their level of commitment towards employers. Positive employee engagement has been linked to a growth in terms of organizational performance, financial benefits, and reduced attrition. The purpose of this chapter is to understand the concept of employee engagement in today's competitive market and to know about the various engagement practices adopted by the global leaders. This study is an attempt to address this need by giving a brief insight into the evolution of employee engagement as an academic discipline, the broad approaches adopted to characterize employee engagement, and the resultant dimensions identified through the studies. The authors also attempt to provide an insight into industrial attempts to execute employee engagement initiatives through brief cases.

INTRODUCTION

To sustain an organization's position in the current competitive markets is a significant task which requires organizations to connect with and engage its stakeholders. The role of internal stakeholders, especially employees takes on additional importance in this as they are the forces behind an organization's production and drive the quest for achieving customer satisfaction. Employees are a unique asset which, if leveraged correctly, can yield a sustainable source of competitive advantage for organizations. In order to leverage this resource in an effective manner, organizations are intently focusing their ef-

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forts on engaging employees through a variety of initiatives. Positive employee engagement has been linked to a growth in terms of organizational performance, financial benefits and reduced attrition. It has also been shown to influence a range of attitudinal, behavioural, performance, and financial outcomes (Albrecht et al., 2015). The concept of employee engagement, in simple words, discusses the extent to which an employee feels connected with, supported by and integral to an organization due to which he/she outperforms beyond expectations to drive organizational growth. Essentially, an engaged employee behaves as a 'citizen' rather than a 'guest' in an organizational environment. Achieving such a status would be an enviable position for organizations due to the expected and documented benefits of an engaged workforce.

This concept has been extensively studied from both industry and academic perspectives. Multiple approaches taken towards understanding employee engagement has examined its significance from different perspectives. The complexity of employee behaviour, motives and expectations have made it difficult to concisely define and characterize its nature. Thus, it may be said currently, it may benefit researchers to take a step back and assimilate the results of the research conducted at this stage. This would enable the development of a generalized model to precipitate employee engagement in different industries and sectors. This study is an attempt to address this need by giving a brief insight into the evolution of employee engagement as an academic discipline, the broad approaches adopted to characterize employee engagement and the resultants dimensions identified through the studies.

Referring to the literature available in this area of study it is observed that the concept of employee engagement though studied and analysed critically in developed nations is still in its nascent stage in developing and emerging economies. The studies conducted so far has been majorly undertaken to understand the concept, significance and relevance of employee engagement for developed nations. However, how employee engagement contributes to citizenship behaviour and job satisfaction in a developing economy is yet to be explored. In this study the authors have tried to understand and analyse the antecedents and consequences for employee engagement given the socio economic dynamics of a developing nation like India where there is a scarcity of literature in contrast to developed nations where its contribution is significantly considered for organisational performance. Trying to bridge the gap between the academic outlook and the real time scenario faced in industries the authors also attempted to provide an insight into industrial attempts to execute employee engagement initiatives through brief caselets. Studying the practical aspects of employee engagement we can try to inculcate it into the academic perspectives by proposing the following model which helps to build the parity between academic and practical avenues of employee engagement.

Evolution of 'Employee Engagement'

The concept of employee engagement has been intensely discussed and debated in industry and academic circles over the past two decades (Saks, 2006; Snell, 2009; Bedarkar & Pandita, 2014; Conway et al., 2015; Sumathi, 2017; Amah & Sese, 2018). The discussion has led to pervasive acknowledgment of the importance of engaging employees; however, there still seems to be a lack of clarity in its conceptual definitions (Bedarkar & Pandita, 2014; Memom et al., 2014; Bryne, 2014; Santhosh & Baral, 2015; Kaur, 2017). There seems to be a debate about whether it is a novel concept or an iterative, albeit re-packaged version; of earlier existing theories on work – attitudes, work – conditions, employee performance and disposition or their combination (Macey & Schneider, 2008; Bedarkar & Pandita, 2014; Bryne, 2014; Santhosh & Baral, 2015). Several studies are still focusing on understanding antecedents, outcomes

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and distinguishing factors from identical constructs (Hallberg & Schaufeli, 2006; Bakker et al., 2014; Albrecht et al., 2015).

While tracing its origin, the notion of engagement at the earliest can be seen in the works of Goffman (1961) through the impact of roles on an employee's attentiveness which was taken forward by Katz and Kahn (1978) who commented on the relationship between employee engagement and organizational effectiveness. Csikszentmihalyi (1982) further described the relationship through the concept of flow – a state of holistic immersion of an employee in the work atmosphere (Bedarkar & Pandita, 2014). The modern outlook of the concept is attributed to Kahn's self – in role expression theory (1990) (Alfes et al., 2013; Bedarkar & Pandita, 2014; Mehta et al., 2016; Kaur, 2017; Amah & Sese, 2018).

Referring to employee engagement as personal engagement, Kahn (1990) defined the concept as "harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Alfesa et al., 2013; Mehta et al., 2016; Amah & Sese, 2018). His explanation of an engaged employee is derived from three aspects of psychological safety, psychological meaningfulness and psychological availability. According to the author, the more an employee felt psychologically safe in presence of other work members, had sufficient personal resources and believed in the meaningfulness of their work, the more psychologically available they were to completely immerse themselves in work performance. The theory was tested by May et al. (2004) who also concluded the positive link of these three aspects to employee engagement. Rothbard (2001) extended Kahn's work and refined the proposed concept by bringing forth the impact of employee's personal involvement and focus. According to the author, an employee's attention to and absorption in work activities defined the level of their involvement with the organization and its activities.

In an attempt to conceptualise engagement, Schaufeli and Bakker (2004) introduced the concept of Job engagement and defined employee engagement as "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption". Robinson et al. (2004) proposed the two way nature of engagement which was penultimate to commitment. They define employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and work with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee".

Following the academic interest in the multi-dimensionality of employee engagement, researchers further linked its conceptual development to managerial efficacy and business outcomes (Kaur, 2017) through the engagement-satisfaction approach. The works of Harter et al. (2002) and Luthans & Peterson (2002) were prominent works under this approach which defined employee engagement as "an individual's involvement and satisfaction with as well as enthusiasm for work" (Harter et al., 2002, p. 269; Kaur, 2017). Another perspective to employee engagement was proposed in context of employee burnout, wherein researchers defined employee engagement as its exact antithesis. One of the more prolific works in this approach, that of Maslach et al. (2001, p. 417) describes, employee engagement as "a persistent, positive affective-motivational state of fulfilment in employees".

Through these researches, it was evident to the industry and academic communities that employee engagement was a multi-faceted construct. However, the concept was considered to be a practical issue and gained focused notoriety in academic circles through the studies of Saks (2006) and Aon Hewitt (2012).

Saks (2006) corroborated the propositions of Schaufeli and Bakker (2004) to argue that both Job and work engagement characterize employee engagement. He defined the concept as "a distinct and unique construct consisting of cognitive, emotional, and behavioural components that are associated with indi-

vidual role performance” (Saks, 2001; p. 602). The author made the preliminary distinction between the differentiation roles of job and organization engagement which were consequents of job characteristics and procedural justice, respectively.

The findings of Aon Hewitt (2012) were also significant in creating further interest in the effects of employee engagement which was defined as “the psychological state and behavioral outcomes that lead to better performance through the traits of Say, Stay and Strive”(Hewitt, 2012; p. 9). It offered a model of employee engagement through which the study concluded that “companies with higher engagement levels also have better talent, operational, customer, and financial outcomes” (Hewitt, 2012; p. 10). The study led to renewed discussions and debates across multiple disciplines (Mehta et al., 2016) in a further effort to characterize the concept.

Macey and Schneider (2008) have offered one of the most comprehensive definitions of employee engagement which encompasses the attributes of organizational purpose, connotations of involvement, commitment, passion, enthusiasm, focused effort and energy and involvement of both attitudinal and behavioural components. Their definition comprises of three distinctive aspects of employee engagement including psychological state, work traits and behavioural engagement, and creates a linkage between the domains of management, organizational behaviour and psychology. Furthermore, Bryne (2014, p. 15) has attempted to unify the multitude of perspectives offered by researchers and defines employee engagement as “a moment-to-moment state of motivation, wherein one is psychologically present (i.e., in the moment) and psycho-physiologically aroused, is focused on and aligned with the goals of the job and organization, and channels his or her emotional and cognitive self to transform work into meaningful and purposeful accomplishments”.

The extant literature offers countless approaches towards defining the concept of employee engagement. These efforts, with the integration of certain theories, have given rise to the development of several allied, yet distinct, terms, and concepts. However, the myriad of attempts have led to consideration of multiple factors as prospective antecedents whose significance in different perspectives continues to be academically examined (Kaur, 2017).

ALLIED THEORIES, CONCEPTS AND APPROACHES

The research on employee engagement has been undertaken in context of several theories and concepts in an effort to understand the relevant dimensions that characterize engagement as well as the role it plays in the managerial environment (Albrecht et al., 2015). Some of the major theories and approaches that have been aligned with engagement research are outlined in this section to give readers an insight into the development of this field of study.

Social Exchange Theory

Alfes et al. (2013) have argued that due to reciprocity norms that exist in an organization, an employee receiving economic, social or emotional benefits from the organization feels obligated to reciprocate (Eisenberger et al. 1986; Rhoades & Eisenberger, 2002). If an organization is looked upon as a society, then according to Lovaglia’s, (2007) interpretation of the theory, the organization may be seen as “as an exchange system in which social interaction consists of trade in valued resources. Resources exchanged can include any combination of consumable goods, money, affection, attention, and perhaps most basi-

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cally, information.” The social exchange theory has been integrated with employee engagement research due to its impact on workplace relationships and perceptions of organizational justice (Masterson et al., 2000; Cropanzano et al., 2002; Cropanzano & Mitchell, 2005; Saks, 2006; Agarwal, 2014; Slack et al., 2015; Huang et al., 2016).

Job Demands Resources (JD-R)

One of the most widely used frameworks in employee engagement research; the JD-R model examines the relationship between job demands and resources with employee engagement and burnout model (Demerouti et al., 2001; Bakker & Demerouti, 2007; Bakker et al., 2014; Albrecht et al., 2015). The framework postulates that employee stress arises out of two main antecedents - job demands and job resources. These antecedents, respectively, have a direct impact on exhaustion and disengagement. According to Bakker and Demerouti (2007) job demands “refer to those physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological costs”. On the other hand, job resources “refer to those physical, psychological, social, or organizational aspects of the job that are either/or – (a) Functional in achieving work goals, (b) Reduce job demands and the associated physiological and psychological costs (c) Stimulate personal growth, learning, and development.”

The main effect of both demands and resources are indisputably integral to understanding employee engagement. Where demands may turn into stressors if employees perceive high costs in meeting them, resources are important because of their motivational value which in turn, through interactive effects, can negate the effect of job demands. The model holds significant implications for the study of employee engagement due to its implications for employee involvement and satisfaction.

Leader – Member Exchange (LMX) Theory

A theory that has seen practical applications since the 1970s, LMX has substantial effects on several organizational outcomes (Settoon et al., 1996; Liden et al., 1997; Schriesheim, 1999; Ilies et al., 2007; Breevaart et al., 2015; Gutermann et al., 2017). LMX extrapolates the unique social relationships shared between workplace leader and their followers. According to Breevaart et al., 2015 the nature of such relationships “determines the degree to which leaders reciprocate meeting certain job demands by employees with additional resources like autonomy, information, and the opportunity to participate in the decision-making process.” The implications of LMX for employee engagement follow from its impact on citizenship behaviour (Ilies et al., 2007; Harris et al., 2014) and job/work engagement (Matta et al., 2015; Meng & Wu, 2015) as high levels of leader – member relationships translate into similar levels of interaction, support, rewards and trust. Subsequently, when considered in tandem with social learning theory (Bandura, 1986); LMX may be postulated as one of the most significant resources for academicians attempting to understand the impact of workplace social dynamics and employee engagement.

Aon Hewitt Model (2012)

The report by Aon Hewitt (2012) brought to limelight the industry applications and benefits of having an engaged employee workforce. It may be seen as a precursor for the recent focus on this area. The report

put forth multiple drivers of employee engagement such as leadership, company practices, job characteristics, brand as organization, job resources and performance. It also linked these drivers to tangible outcomes such as talent retention, customer satisfaction, financial as well as operational benefits. The report led to a renewed effort to understand the phenomenon of employee engagement on the academic front and has been used by multiple researchers (Chaudhary et al., 2012; Bedarkar & Panditaa, 2014; Albrecht et al., 2015)

Employee Engagement as Mediator/ Moderator

Research suggests (Alfes et al., 2013; Memom et al., 2014) that employee engagement may act as a mediator explaining certain work behaviours and attitudinal organizational outcomes. The study of Alfes et al. (2013) shows that even engaged employees show the highest levels of positive behaviour if they feel valued by the organization and share a good relationship with their line – manager. Given that Saks (2006) distinction between Job and organizational engagement, it is entirely possible that either or both may act as a mediator or moderator for organizational performance and effectiveness (Sulea et al., 2012; Biswas & Bhatnagar, 2013; Karatepe, 2013).

Emotional Exhaustion

An extension of the Burnout approach, Maslach (1993, pp. 20–21) defined Emotional exhaustion as “feelings of being emotionally overextended and depleted of one’s emotional resources” (as cited by Conway et al., 2015). Along with the other two dimensions of Burnout – Inefficiency and cynicism (Conway et al., 2015), the concept has been significantly discussed in recent literature (Jaarsveld et al., 2010; Fernet et al., 2012; Schuh et al., 2017) with the current focus on employee well-being.

Organizational Citizenship Behaviour (OCB) (Saks, 2006; Alfes et al., 2013)

An altruistic construct, OCB has been defined as “individual behavior that is discretionary, not recognized by the formal reward system and, in the aggregate, one that promotes the efficient and effective functioning of the organization” (Organ, 1990 as cited by Babcock-Roberson & Strickland, 2010). An ideal consequent of employee engagement, OCB has been prolifically studied and linked to several organizational outcomes including engagement and burnout (Babcock-Roberson & Strickland, 2010; Matta et al., 2015; Gupta et al., 2016; Bolino et al., 2018)

DIMENSIONS OF EMPLOYEE ENGAGEMENT

Extant literature configures employee engagement as a multi – dimensional construct. This paper has attempted to assimilate and report the major dimensions that have been linked to employee engagement in Table 1. The authors adopted a systematic literature review process to identify appropriate studies to assess using keywords such as work engagement, job engagement, employee engagement and employee well-being.

Employee Engagement

Table 1. Dimensions of employee engagement

S. No.	Antecedents	
1.	Organizational Justice & Trust	Robinson et al., 2004; Saks, 2006; Balakrishnan et al., 2013; Das et al., 2013; Ghosh et. al, 2014; Pandita, 2017
2.	Job Demand & Resources	Conway et al., 2015; Albrecht et al., 2015; Mehta et al., 2016
3.	Job Characteristics	Saks, 2006; Ram et al., 2011; Joseph, 2015; Mehta et al., 2016
4.	Communication & Employee Voice	Bhagawati & Aralelimath, 2012; Sarangi & Srivastava, 2012; Muthuveloo et al., 2013; Shafi et al., 2013; Banhwa et al., 2014; Bedarkar & Pandita, 2014; Jaupi & Llaci, 2015; Al-Tit & Hunitie, 2015; Otieno et al., 2015; Conway et al., 2015
5.	Employee perception of HRM Practices	Gratton & Truss, 2003; Gerhart, 2005; Saks, 2006; Conway & Monks, 2008; Kuvaas, 2008; Alfes et al., 2013; Conway et al., 2015; Albrecht et al., 2015; Joseph, 2015; Kaliannan & Adjovu, 2015
6.	Work – Life Balance	Kandulpati & Manchala, 2011; Das et al., 2013; Alvi et al., 2014; Bedarkar & Pandita, 2014; Conway et al., 2015
7.	Performance Management	Conway et al., 2015; Albrecht et al., 2015; Mehta et al., 2016; Sumathi, 2017
8.	Leadership	Saks, 2006; Xu & Cooper Thomas, 2010; Alfes et al., 2013; Bedarkar & Pandita, 2014; Santhosh & Baral, 2015; Mehta et al., 2016;
9.	Perceived Organizational support/ value	Saks, 2006; Alfes et al., 2013; Gummadi & Devi, 2013; Santhosh & Baral, 2015; Huang et al., 2016; Gupta et al., 2016
10.	Job Satisfaction	Gowri & Mariammal, 2012; Banhwa et al., 2014; Kaliannan & Adjovu, 2015; Huang et al., 2016; Sumathi, 2017
11.	Organizational Culture	Bhagawati & Aralelimath, 2012; Sarangi & Srivastava, 2012; Alfes et al., 2013; Al-Tit & Hunitie, 2015; Albrecht et al., 2015; Patil & Ramanjaneyalu, 2015
12.	Safety Climate	Huang et al., 2016
13.	Organizational Climate	Joshi & Sodhi, 2011; Allameh et al., 2012; Albrecht et al., 2015; Kaliannan & Adjovu, 2015
14.	Rewards & Recognitions	Saks, 2006; Balkrishnan et al., 2013; Manonmani et al., 2013; Muthuveloo et al., 2013; Gujral & Jain, 2013; Gummadi & Devi, 2013; Mokaya & Kipyegon 2014; Al-Tit & Hunitie, 2015; Joseph, 2015; Mehta et al., 2016
15.	Talent Management Initiatives (including employee training, career development)	Bhatnagar, 2007; Gujral & Jain, 2013; Alias et al, 2014; Albrecht et al., 2015; Al-Tit & Hunitie, 2015 Patil & Ramanjaneyalu, 2015; Mehta et al., 2016; Madan, 2017; Sumathi, 2017
16.	Work place Relationships (peers, supervisors, mentors)	Saks, 2006; Bhagawati & Aralelimath, 2012; Al-Tit & Hunitie, 2015; Kaliannan & Adjovu, 2015; Santhosh & Baral, 2015
17.	Job/ Work Stress	Khan et al., 2012; Morelto & Postruznik, 2012
18.	Organizational Commitment	Agyemang & Ofei, 2013; Albdour & Altarawneh, 2014; Venkatesh & Lissy, 2014
19.	Employee Demographics (age, gender, experience, designation)	Kinjal, 2012; Naval, 2014; Hakeem & Gulzar, 2015; Jaupi & Llaci, 2015
Consequents		
1.	Employee Retention (reduced turnover, increased employee loyalty)	Conway et al., 2015; Mehta et al., 2016
2.	Enhanced Performance	Albrecht et al., 2015; Mehta et al., 2016
3.	Competitive Advantage	Albrecht et al., 2015; Mehta et al., 2016
4.	Customer Satisfaction	Harter et al., 2002; Bhatnagar & Biswas, 2010
5.	Organizational Citizenship Behaviour	Alfes et al., 2013; Santhosh & Baral, 2015; Gupta et al., 2016

Source: Adapted from Kaur (2017), Literature review

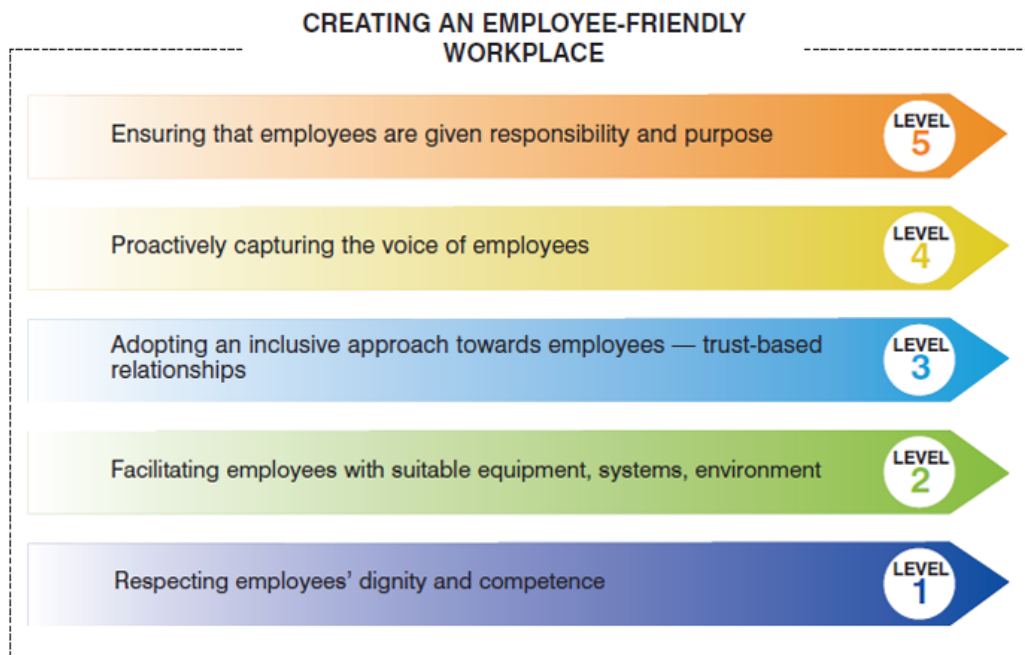
Extant literature shows that there has been significant research in the area of employee engagement on academic front in the last five years. The review also suggests that the ideology behind engaging employees is at a stage of conceptualization wherein several variables are being studied for developing a generalizable model. However, industrial application of this concept is underway in a significant manner and the successful/ unsuccessful application may significantly contribute to its academic conceptualization. Thus, in order to incorporate the practicalities of creating engaged employees, the subsequent section covers cases of organizations which have deployed engagement activities.

INDUSTRY PERSPECTIVES: CASES OF EMPLOYEE ENGAGEMENT INITIATIVES

Caselet-1: Tata Group

TATA group being one of the major players serving across multiple areas are one of the Indian companies to have taken the concept of employee engagement from just an academic concept to an industrial game changer. Offering an array of services ranging from IT, consulting, to FMCG, Retail and other business solutions and delivering real results to global business with unmatched success, it has resorted to employee engagement for aligning employees' needs with organization mission. Kaushik Mukerjee at TATA Management Training Centre emphasizes on implementation of their engagement strategy at five macro levels which can be reflected as shown in Figure 1.

Figure 1.
Source: Tata Review, 2011



Employee Engagement

To begin with their engagement strategy they started right from the basic which they label as level 1 in which they are targeting an individual employee. Their purpose is to not only maintain but also instil a strong sense of dignity and competence in their strategic asset i.e. man power. They narrowed down to two important constructs like hygiene and employee competence as parameters that contribute maximum to employee well-being and performance. An employee who is well-being is taken care of generates a higher level of focus towards his work making him more involved with his work and ultimately serving his organisation better. Similarly when an employee is given tasks according to his competence it builds confidence in him, improves his performance and leads to higher motivation level which ultimately produces a highly engaged employee at work place. We can understand that the management of TATA enterprises has laid a strong foundation for its employee engagement strategy which begins with the employee himself.

At level 2, they are trying to provide employees with better work environment and resources which would help an employee to meet the demands of his job role. Providing better systems and equipments to the employees would give them the assurance of organisational support to meet the work demands and also help them to perform better, thus making them more involved with organisational system.

Next at level 3 engagement is targeted in the form of inclusive approach towards building a trust based relationship of an employee with his superiors, co workers and the management at large. To serve this purpose better they have launched the Aspire Programme which aims to utilise the innovative and fresh ideas and perspectives from employees at all levels. This generates a feeling of importance and belonging among the employees and motivates them to channelize their efforts for organisational well being thus keeping them highly engaged.

At level 4, employee opinion in the form of employee voice is valued in a pro active manner by generating feed back systems and taking into consideration cultural mix to build a healthy organisational culture which attributes to higher engagement.

Last but not the least at level 5, employees are given clear directions to help them align their work and performance towards making fruitful contributions for achieving organisational goals and objectives. This gives a sense of purpose and motivates the employee to perform better. (Tata Management Centre Case Study, 2011)

Caselet-2: Google India

Google one of the most successful information technology/web search company with more than 21,000 employees working in 77 offices located in 43 countries has initiated many employee engagement practices which drive employee performance.

Create a Full Engagement Culture That Defines the Organization and Drives Performance

It consist of four elements:

- Minimal Distractions—So Employees Can Focus on Performing Their Jobs
- Single Status—Everyone is Treated as an Equal
- Mission—This is What We Do
- Core Values—This is How We Do It

Google also targets employee well being and meeting their need and demands so that they can give their undivided attention to work, knowing that the rest is being taken care of, leaving them stress free to perform their best.

Hire Only Qualified People Who Mesh With the Culture

Their second criteria of building their engagement strategy resorts to bringing on board only those who seem to be able to fit into Google' pre set organizational culture. Otherwise if one is not able to connect to the culture and system they won't feel involved leading to less extent of employee engagement and gradually their performance would drop.

Leaders Must Lead, Not Give Orders

At Google

As a final part of the employee engagement strategy, Google considers the role of dynamic leadership to keep employees engaged by guiding them to achieve their goals and objectives which are in sync with organizational goals. For keeping employees engaged they target charismatic leaders and not just order giving bosses. Employees at Google are motivated from cross-functional leadership offered at different levels. (Rossreck (n.d.) 'case study-google')

Caselet-3: VODAFONE

Vodafone is using variables such as leadership, performance management, talent management, work-life balance, communication and employee voice as mediums to engage its employees effectively to enhance its service quality. For implementation of the above they have initiated different mechanisms within the organisation such as Employee Net Promoter Score, Employee Engagement Index, Manager Index, Sunshine etc which caters to the dynamic needs of the employees and organizations alike. The employee net promoter score and employee engagement scheme is an initiative which helps higher management at Vodafone to analyze how committed and driven its employees are to promote brand Vodafone and in the process are keen to deliver customer delight which in turn would help to not only maintain its existing customer base but also add on to it. The concept of Manager Index evaluates the leadership skills of the supervisors and higher level managers as to understand the kind of experience and guidance provided by them to support subordinates in achieving their targets such that they feel purposeful and connected to the organization. Such activities help to boost motivation and confidence of employees which results in increased employee engagement level. The innovation of Sunshine or Watchful Wednesday gives a flexible push to its employees to value and inculcate the practice of work life balance in their life which is essential for their overall psychological and mental well being. Only when they will feel good will an employee be able to perform their best and contribute to organisational development. (Vodafone Report, 2014)

MANAGERIAL IMPLICATION

1. **Strategic Agility of Firms:** India being a young nation where majority of the work force is below 35 years of age is also home to employees who belong to an older generation of age group around 60-65 years of age. It is very important for managers to understand the psychological frame work of all its employees to provide them with better working conditions thereby improving productivity and efficiency. Considering the younger generation variables such as job satisfaction, rewards and recognition generate higher productivity level from them whereas the age cohort of 40s-50s target job security, work life balance and quality of work life for motivation to quality work. Catering to such a dynamic work force an HR manager needs to implement strategic human resource management to align all of their needs to the organisational goals and objectives. For this purpose on one hand when implementation of a relevant remuneration system is needed on the other hand facilities such as flexi working hours and paternity leave system also needs to be developed to maintain a balance for generating higher efficiency. To constantly meet the needs and demands of the employees and markets managers need to strategise well in advance to avoid any fallacy.
2. **Employee Motivation:** The youth of today is more about building the nation by being a job giver than being a job seeker. Being an entrepreneur exhibiting leadership is a must. Not only are they needed to motivate and guide their subordinates but also understand the different personality traits that they exhibit. Only when they do so will they be able to design better engagement tools justifying employee skills and interests. An engaged employee feels a better connection to the organisational goals and objectives which reflects in their organisational citizenship behaviour. This in turn leads to higher productivity and higher efficiency resulting in customer delight which ultimately leads to career development.

LIMITATIONS

With the change in time organizations have gradually realized the importance of employee well being for improving organizational performance. Of the many variables responsible for employee well being, employee engagement plays a pivotal role which gives an employee a sense of purpose and responsibility towards his job role. While undertaking this study the authors realized that not much work has been undertaken to explore employee engagement in the industries operating in India. Hence the study lacked the support of primary data which could give us a deeper insight on the deviation of challenges faced practically for implementing engagement than it academic perspectives. Moreover whatever academic work has been undertaken it is majorly based out of international perspectives, considering the socio economic dynamics of developed nations which fail to find relevance in developing economies like ours. Thus literature support for building and giving holistic understanding about the concept of employee engagement has been sparse. Another important area of consideration is the fact that we cannot determine the return on investment that employee engagement would generate. Even though theoretically we can propose models but the vast difference between theoretical understanding and practical bearing is difficult to fathom. Moreover the concept of employee engagement has just started finding its way into the industries hence we cannot yet clearly state about its long term benefits and results.

CONCLUSION

HRM practices are undergoing an evolution due to changes in technological environment, employee psychography and organizational changes. For employees from the current generations, quality of life and happiness are no longer terms that only apply to personal lives. In this era of ‘expectations’ and ‘experiences’, employees expect to have a ‘happy’ zone in their place of employment. Unless happy, employees choose to switch organizations, a phenomena which has caused organizations to pay attention to the concept of ‘engaging employees’.

Employee engagement is an important goal for organizations in the current competitive environment due to its indicative potential for employee retention. Yet, the concept of an engaged employee goes beyond mere retention. An engaged employee is a happy worker, connected with the organization and its core values who goes above and beyond his work limits to achieve organizational interests to become passionate brand ambassadors. With the rising turbulence in current economic environments, an engaged employee can become an organization’s greatest strategic asset.

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Chapter 2

Employee Engagement as a Contemporary Issue in HRM

Yuvika Singh

Chandigarh Group of Colleges Landran, India

ABSTRACT

For the past few years, employee engagement has become an important concern in the corporate world. Products and processes alone cannot help the organizations to survive in the market. They also need highly motivated and completely involved employees who are very passionate about their task and their organizational goals; in short, they need “engaged employees.” But, retaining the engaged employees requires a lot of effort and skill on the part of HR heads. Employee engagement cannot be considered as an easy intervention in improving the commitment towards job, motivation, or productivity. This chapter will throw light on how employee engagement can be increased. This chapter also tries to identify the main drivers of employee engagement, its various attributes together with new ways to measure it, how to handle disengaged employees, and new engagement practices in the corporate world. In this chapter, the modern employee engagement activities being practiced by the corporate world in the Indian context will be discussed.

WHAT IS ENGAGEMENT?

Gupta and Mikkilineni (2018) clearly explain that the engagement overlaps with the concepts of commitment and organizational behavior, but there are also differences. In particular, engagement is a two-way concept; organizations must work to engage the employee, who in turn has a choice about the level of engagement they offer to the employer.

So we can say that engagement is a positive attitude held by an employee towards the organization and its beliefs. M. and Agarwal (2017) says that fully engaged employee is aware of the nature of business, and works with peer group to improve their performance at the workplace for the accomplishment of the Organizational goals. Thus, an organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.’

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Employee Engagement as a Contemporary Issue in HRM

An employee may experience 3 different levels of engagement. He could be engaged, not engaged or disengaged. Engaged employees are those who work with complete enthusiasm towards the organization's goals. An employee who is not fully engaged is one who is seen to be participating but not with passion and energy towards the organization's common objective. Disengaged employees are those who are not happy at their workplace and quit due to dissatisfaction.

Gupta and Mikkilineni (2018) also studied three different facets of Engagement, Intellectual engagement that refers to dedication towards performing better at one's job, affective engagement or feeling positive while performing one's job and lastly social engagement which is involved in discussions with others about enhancement of work.

WHAT IS EMPLOYEE ENGAGEMENT?

Kular, et al (2008) defined Employee engagement as a workplace approach where an organization creates the conditions and situations in which the employees give their best each day and work more than their capability and potential which is really very difficult task. An engaged employee is a person who is fully involved and enthusiastic about his or her work. When I say sincerely that:

“I want to do this work”

“I am dedicated to the success of what I am doing”

“I love what I am doing”

“I care about the future of my company”

Then I am surely concerned about my organization and I am an engaged employee. But understanding engagement is very important and at the same time very complex challenge. There is no single or universally accepted definition of employee engagement.

We will begin with some commercial definitions for employee engagement and then move to some academic definitions.

Storey, et al (2008) studied some of the definitions given by the reputed organizations defined as follows:

Caterpillar Company Defines Engagement as

Extent of employees' commitment, work effort, and desire to stay in an organization.

Dell Inc. Defines Engagement as:

To survive in the competition today, the companies need to excel over the minds (rational commitment) and the hearts (emotional commitment) of employees in different unique ways that lead to extraordinary effort.

The Corporate Leadership Council Defines it as

The extent to which employees commit to any work in their organization, how hard they work to achieve the goal and how long they stay as a result of that commitment.

The Gallup Organization Simply States

It is the involvement with and enthusiasm for work.

The Gallup Organization (2006) has elaborated their understanding by referring to ‘engaged employees’ as those who ‘work with a passion and feel a profound connection to their company, drive innovation and move the organization in forward direction’.

While on the other hand Academic researchers have the following viewpoints:

Shaw (2005) defined engagement as:

Translating employee potential into employee performance and Business success.

This means changing the way employees perform ‘by utilizing the tools and techniques in the armory of internal communication professionals’

International Survey Research (ISR) defines employee engagement as:

A process by which an organization increases its commitment and continuation of its employees for the achievement of the superior results.

The ISR separates commitment into three parts: cognitive commitment which means to think, affective commitment which means to feel and behavioral commitment which means to act.

Kahn (1990) provided the following formal definition of employee engagement as

The harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

As quoted by Shrikanth and Sarawathi (2018), Schmidt et al. (1993) proposed a bridge between the already existing concept of ‘job satisfaction’ and ‘employee engagement’ with the following definition:

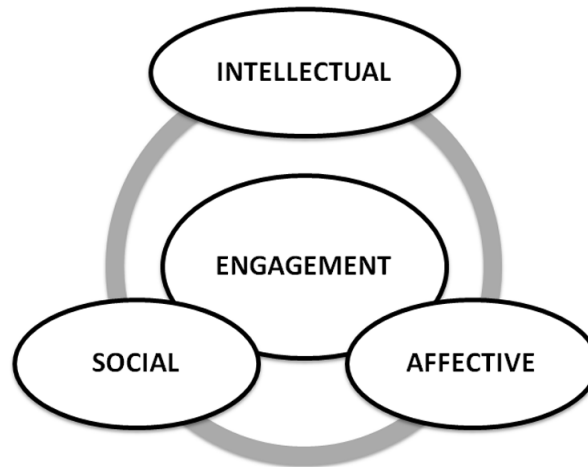
An employee’s involvement with, commitment to, and satisfaction with work. Employee engagement is a part of employee retention.

The Chartered Institute of Personnel and Development definition, Alfes et al (2010) take a three dimensional approach to define employee engagement:

1. **Intellectual Engagement:** It is thinking about our job and tells us how to perform it in a better way. Intellectual engagement involves the design of different tasks that develop employee’s creative thinking, teamwork skills, negotiation skills, decision-making and problem solving skills.
2. **Affective Engagement:** It is about keeping a positive approach towards our job i.e., feeling positive. Whatever be the situation an employee face at the organization, whatever be the work given to them, they are always optimistic.
3. **Social Engagement:** It is actively participating in the discussions related to work improvements, grabbing the right opportunities at right time and to work and collaborate in teams.

Employee Engagement as a Contemporary Issue in HRM

*Figure 1. 3-dimensional approach to define employee engagement
(Source-Strategic HR Review-2005/ www.isrinsight.com)*



Each of these three dimensions must show presence, somewhat, to have high level of employee engagement and completely realize their advantages for the organization. But we cannot say that each dimension is equally important for every organization. Their degree of importance vary depending upon the type of sector, type of culture or country, type of strategies used and the results desirable at the end also depending on the external and the internal environment. So, a company must try to balance all three dimensions within its area and environment in order to increase the employee engagement.

NEED FOR EMPLOYEE ENGAGEMENT

High Engagement Means High Results

Improving on employee engagement means improving upon productivity of our organization. When employees consider themselves as the member of the organization, when the organization involves them in the decision making processes, when they feel distressed and satisfied from their work culture then one can say that employees are engaged which will definitely raise the productivity. By engaging them the organization as well the employees will grow directly or indirectly.

Engaged Employee Do Not Quit Easily

If team members are engaged and recognized for their work timely, there are fewer chances that they will look for other job opportunities. Promoting a culture of employee engagement can show a way to reduce turnover rates and improving the employee retention rate by inculcating a sense of belongingness among employees towards the organization the relationships between management and employees can completely transform

Creates Positive Outlook for the Organization

Employees who feel neglected and disengaged are more likely to develop negative things about organization. Nowadays whenever a disengaged employee is fired from the job they just show their frustrations and anger through social networking sites or forums which may have a bad or negative impact on the reputation of the organization and thus its good will can be damaged in seconds by a single disengaged employee. Also, the employee may sue them in the court.

On the other hand, the engaged employees are positive and keep an optimistic view where ever they work. So, their word of mouth may have a great influence on the stakeholders whether they are the customers, peer group, family members or the new joiners.

Career Satisfaction While Engaged

Employee engagement is not only beneficial for an organization but also for employees who feel satisfied while engagement and thus feel happier then the disengaged employees. It is important to note that employee engagement is not just increasing the productivity but it is a 2 way process which creates a win-win situation for both the parties. Thus in this way a cheerful and happy go environment can be created at the workplace which is desirable.

New Joiners Must Feel at Home

It is really very difficult to change job. An employee invests years to build up his/her image or good will at a firm by making good friends, maintaining good relations with the management and indirectly it can be said that workplace becomes a second home for them. Although, a new job may provide a person higher packages, more facilities than the previous one but still it remains a new land for them where they have to start from a scratch again. So, in order to avoid reality shocks the new joiners must be given some time, environment or space to adjust at the workplace.

More Loyalty

If the organization encourages employee participation or provides rewards to the volunteers through various programs then the engaged employees are more likely to grab the opportunities to devote their time and money towards worthy causes within the organization.

Engaged Employees Are Effective Communicators

Employees who are really concerned about their jobs are more effective communicators with their peer group, bosses, customers or dealers. Engaged employees, if offered participation in the meetings (which can become the culture of an organization) can transform that discussion in the productive ideas and innovations.

Engaged Employees Are More Innovative

Disengaged employees generally are not interested in producing new problem solutions or to give creative ideas to the management as they are least interested in contributing to their job. While on the other hand, Engaged employees, find creativity to be very important part of their job. They always work towards the new ideas of doing work rather than adopting the old ways which are less productive.

EMPLOYEE ENGAGEMENT AND EMPLOYEE COMMITMENT: ARE THEY SAME?

Recruitment and retention of an employee are the two greatest challenges for an organization just like retaining a customer. So retention is on priority for the companies, by which we mean employee engagement will be a priority as well. But we cannot say that employee engagement and commitment are same. They differ in many aspects.

Employee Engagement

When we talk about employee engagement we are talking about the staff members, who are willing to make extra efforts for their job in order to get the desired results. So, it is not the external forces that work but it is the internal motivation and desires of an employee which leads to higher results. Bevan *et al* (1997) explained an engaged employee as someone who is aware of the business areas, and works in coordination with colleagues to improve their work performance within the job for the benefit of the organization. Such employees shows empathy and are fully devoted to their jobs For instance, a Professor working in a University, might carry out Research work, participate in different events, organize conferences and seminars, but he may do all this due to his interest in the teaching area and not due to interest in the objectives or beliefs of the organization. He may or may not leave the organization depending upon the personal growth opportunities and other reasons but one thing is sure that he will always bring good name to the university.

Employee Commitment

Commitment on the other hand is about feeling proud to be a part of an organization. Here the engaged and committed employee is always excited about the job and put their best efforts to perform their task for the accomplishment of the organizational goals. In other words we can say that employee commitment is connected to the loyalty and attachment that an employee feels for his/her organization. Porter *et al* (1974) explained that commitment is the relative strength of an individual's identification and involvement with a particular organization.

Mowday *et al* (1982) identified some features of the committed employees:

- Willingness to continue as a member of the organization.
- A strong belief in the values and the long term goals of the organization.
- A willingness to go far on behalf of the organization.

It is very important to note that sometimes those employees who may be high on commitment but low on engagement might not be that beneficial for an organization.

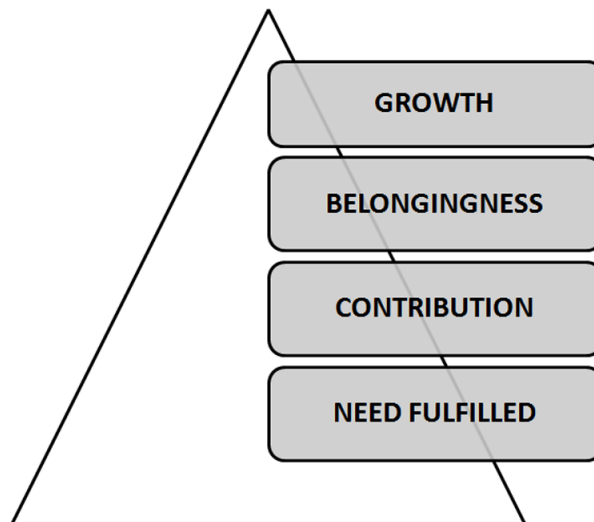
STAGES IN EMPLOYEE ENGAGEMENT

We can say that employee engagement is a strong connection that the employee feels for his or her organization, that greatly influences him or her to exert greater discretionary effort to their work. So, there are main 4 stages in employee engagement. This hierarchy actually focuses on the direction or target for which an employee travels on a path of total engagement at their workplace. So, in order to see that how important all these stages are and why an employee must focus on them individually let us discuss them in detail:

Stage 1: Basic Needs

Whatever position is held by an employee in a department, on the very first day of a new job many questions just disturb his/her frame of mind such as what will they get from this job role, how their position would be perceived by team mates, what will they gain from the job or how can they perform their job successfully. But most of the answers cannot be found on the very first day, it takes time to conclude which requires interactions with the peer group and proper understanding of individual as well as the group goals. For every employee his or her position matters and their basic work needs aims to achieve the common goals.

*Figure 2. Stages in employee engagement
(Source-Gallup 2016)*



Stage 2: Contributions

Some questions always arise in the mind of an employee that whether they are satisfied from their efforts at the workplace, what things they would like to change about their current role, whether their skills are being completely utilized by the organization and do they get timely recognition for their contributions. So this stage raises many questions related to the relative worth of a person, appreciation, desirable performance feedback.

Stages 3: Sense of Belongingness

Once the employee crosses the first two stages, apart from the position they hold within the organization, they start thinking whether they are happy with the work environment, culture and their relationships with their peer group. These factors can help an employee to analyze how much sense of belongingness they have developed for their workplace, after all it is not just the investment done by the organization, but also the efforts invested on the part of the employees.

Stage 4: Growth Opportunities

In order to survive for a longer period of time, the employee to keep a track of all the tools and resources provided by the organization for them to grow in a long run. They look forward for an organization that provides opportunities to them to express their ideas which can be helpful in decision making processes. Self motivation plays a very important role to reach the actual possibilities related to new innovations, work role or improved performance.

As it can be seen, all the four stages have clearly focused on employee's desire to be engaged by the organization for which they work.

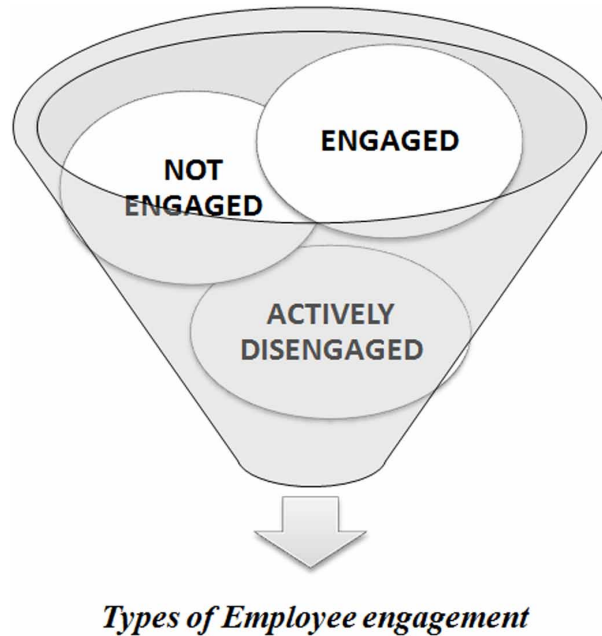
TYPES OF EMPLOYEE ENGAGEMENT: WHO ACT AS A SILENT KILLER?

An organization is the collection of a huge number of employees working for the accomplishment of a mutual organizational objective. Ideally, every employee must work to their fullest but; this is not the case in most of the companies. Thus, here on the basis of the level of commitment, the employees can be classified into three categories. McKeever (2014) discussed the three type of employees as determined by the State of American Workplace Report (2013) under Gallup as follows.

Engaged Employees

An engaged employee is one who carry the organization in right direction. They not only perform their work but also play a very important role in achieving the organizational goals and targets. These employees use their skills as their strength at workplace every day as perform with full passion and confidence.

*Figure 3. Employee engagement-types
(Source-State of American Workplace Report 2013)*



Not Engaged

These employees care only about the work allotted to them and not about the goals, objectives and development of their organization. They do not have that energy and inspiration in their work. This category of employees does not have cordial relationship with their colleagues as well as the employers. They give very less contribution in the success of an organization.

Actively Disengaged

Actively disengaged employees do not perform their work in an expected manner and never complete their work on time. Their contribution to the organization is almost negligible in the growth of the organization. They are not satisfied at the workplace and carry the organization in the negative direction and thus the organization suffers in one or the other way.

Now the Question Arise Which Employee Act as Silent Killer for the Organization?

In order to identify the silent killers in the office, surroundings must be observed. Those employees who are last to arrive and first to leave the workplace may be considered as silent killers. But, if the person is not fulfilling your expectations, or giving innovating ideas or acting as a problem for the organization does not mean that he or she is not having potential. It is just an indication that organization must bring some change now.

WHAT ARE THE MAIN CHALLENGES OR BARRIERS FACED BY AN ORGANIZATION IN EMPLOYEE ENGAGEMENT?

If the employees cannot be engaged successfully at a workplace it may act as a challenge for many organizations today. Organization must engage with their staff to keep their workforce motivated and productive. It is essential for any organization to aim high in order to build an engaged, high-performing and highly responsible workforce. By finding and executing such challenges associated with employee engagement we can achieve this long term goal.

Without employee engagement employers can struggle to adapt themselves to the changing environment, or retain the important members of staff that give a business its value. Employee engagement does however come with its challenges but we can overcome them which are generally explained by John et al. (2008). Robinson, et al. (2004) studied the confused nature of engagement which can act as a hurdle. When an employee joins an organization they come with a positive outlook but sometimes the organization fails to understand and manage them thus losing them. Another big hurdle for an organization is to control the level of engagement along with the length of the job. Imperatori B. (2017) also worked upon this area. Mehrzi, et al. (2016) discussed that money, trust between superior and subordinate, career opportunities act as the major hurdles in employee engagement. Kular, et al. (2008) analyzed that health issues, personal issues, person's ability and climate of the firm greatly affects the level of engagement.

An engaged employee is an emotionally invested one.

We all know that employee engagement is must for any business, right? But, what are the biggest challenges your business face, and where you must start?

Communication Channels

Georgiades (2015) says that Poor communication at the workplace can cost your company time and money. Employees always want to communicate different issues to their heads, but chances are, those issues may not even reach a manager. If the manager finally does get the message across, there is always the risk that the message will be diluted or misinterpreted. Employers need to ensure that their instructions are transparent and consistent when received. With a rise in remote workers, location can be a great challenge for any employer. Robinson (2004) studied communication as a key driver in engagement. Communication channels must be transparent. One cannot just rely upon email to exchange the messages. Different applications are revolutionizing the workplace connecting all the employees over the world.

Faith

Serrat (2017) explained that one should not ignore the fact that mutual trust and respect are the main drivers for the employee engagement. Apart from these factors feedback from the employees, commitment on the part of management, bias free environment, recognition to the employees, timely communication, coordination and transparent policies act as the important links between engagement and the employee performance. Trust is just like a two way road where every working relationship should be built on trust and faith in order to engage the employees. According to the Bureau of Labor Statistics (2017) 87% of employees who work at organizations agree that trust is a key driver and they feel highly committed and

are less likely to leave the organization. Trust must be gained by considering all employees as partners. Trust is gained when even the starters, part-timers or juniors feel important as a part of the team.

Investing Time and Money on Employees

In larger organizations still formal training is required as the managers still don't know the importance of training in engagement. So, the management must invest their time and money on their employees in order to gain long term gains.

No Room for Growth

According to Deloitte Millennial Survey (2014) by 2025, 75% of employees will be Millennial and would like to have opportunities for career growth and innovations? And when they don't find resources or opportunities at your business don't be surprised, they will search for it somewhere else. Managers need to focus more on the aspirations of each employee. What do they like about their works? What kind of skills would they like to develop? By taking into account these critiques, one can ensure that employees see your workplace as the ideal place for work and growth.

A Lack of Alignment or Insights

Employee feedback plays a vital role in employee engagement. How can you expect your employees to be engaged if you don't know what are their expectations? Feedback, whether good or bad is very important for both employee and employer. Gallup organization surveyed a random sample of 1,003 employees in the U.S by taking into account two statements: a) My supervisor focuses on my positive characteristics b) My supervisor focuses on my negative characteristics. They were also asked with a question that whether they feel that they were engaged, not engaged or actively disengaged with their jobs at the workplace. Did you know that 40% employees are actively disengaged when they get little to no feedback? When employees feel they are ignored by their managers they are likely to be disengaged. It is very important that employees can give honest feedback without any fear. A majority of organizations still don't follow the employee engagement surveys of feedbacks or other ways of getting employee feedback – and this leaves leaders to assume (or guess) what matters most to their people.

Role-Based Performance to Define Engagement

Leaders cannot get their main jobs done when they are overloaded with the work and are near burnout. So in order to solve the question of engagement we introduce the role-based performance model. Under Incentive Research Foundation, Welbourne and Schlachter (2013) discussed the contribution made by Welbourne, et al.(1998) who introduced the role-based performance scale in an article published in the Academy of Management Journal. The role-based performance model helps to define employee engagement by starting with the final goal in the mind. The main objective of all the initiatives is to improve the performance of an organization.

Welbourne (1998) discussed the five different categories of work behavior that can be defined through the roles that employers set up at workplace and recognitions within organizations such as Core job holder role, entrepreneur or innovator role, team member role, career role and organizational member role. Core

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Figure 4. Five different categories of role based work behavior
(Source-Incentive research foundation Report 2018)



job-holder role says what is in the job that is the job description, Entrepreneur or innovator role defines how can we improve the work processes, coming up with the new and innovative ideas, participation in the various innovations, Team member role is participation in teams, working and collaborating with others in different areas and jobs, Career role relates to the learning processes, engagement in activities related to improvising the personal skills and knowledge. Organizational member role or the citizenship role is performing things that are beneficial for the organization.

Influence of Corporate Culture on Employee Engagement

Robertson et al (2009) and Miller (2014) both discussed that corporate culture is a very important factor in the attainment of organizational goals and objectives. A strong culture has a great impact in the engagement of the employees as there is no need to force the employees to work hard. Culture is not an engagement program but one cannot rely on it without any supervision. A right culture can create a foundation for high engagement and provides a competitive edge to prepare our workforce for good and bad situations. It can take years to transform a weak culture into a high performing strong culture. Brenyah, et al. (2017) studied the relationship among the corporate culture and employee engagement among employees in public sector at Ghana. This literature shows that the organization culture act as a measure for employee engagement especially in the public sector which is considered least important in the research area. Robertson et al. (2009) and Miller; Mckeever (2014) gave some ways in which the corporate culture can influence the employee engagement are:

1. **Emotional Connection:** When the culture provides the meaning and emotional connection to its workforce. That connection is transformed into commitment, retention and loyalty.
2. **Prevents bad Practices:** A strong culture weeds out those leaders who do not follow the core values and their behavior directly or indirectly affects the image of the organization.

3. **Guides and Inspires:** It guides and motivates the employees to do the right things at right time and achieve maximum contribution whether they are watched or not.
4. **Encourages Innovation:** It encourages innovation, risk taking attitude and mutual trust among the employees which in turn increases the employee's as well as the organization's confidence.
5. **Say no to Firing:** Hiring and firing have become a trend of any organization or we can say the demand of the market conditions. But a good culture helps to adapt within the organization whether the situation is good or bad.
6. **Attracts and Retain:** Culture not only helps to attract new talent to the organization while also help to retain the star performers which are required to attain the goals of the organization.
7. **Teamwork:** A carefully groomed culture creates a sense of community and teamwork creating a common bond of association among them which results in sense of belongingness among them.

WHAT DRIVES ENGAGEMENT?

Research shows that committed employees perform much better than the non committed employees. Shehri et al (2017) believes that if we accept that engagement which may be 'one-step up' from commitment, it is clearly in the organization's interests to understand the drivers of engagement. However, the strongest driver of all is the sense of belongingness. Bedarkar and Pandita (2014) discussed several key components:

1. Involving the employees in decision-making.
2. The extent to which the contributions or ideas of the employees are valued or appreciated.
3. The various career growth opportunities which employees get at their job.
4. The extent to which an organization is concerned for employees' health and well-being.

Thus we can say that the line manager plays a very important role in fostering employees' sense of involvement and values which directly or indirectly affects the employee-manager relationship.

The main driver of engagement is a sense of belongingness. Bedarkar and Pandita (2014) studied various key drivers and their impact on the employee performance. Their study explored the concept of employee engagement and also analyzed the main three drivers of engagement, namely communication, work life balance and importance of leadership skills. This study also laid stress upon how these drivers affect the employee performance at the workplace. Chaudhary and Kumar (2016) carried out a structured literature review to identify the drivers of engagement with reference to hospitality industry. Literature from both consultants as well as the academics was studied to find out the drivers.

1. Two-way, open communication— According to Georgiades (2015) open communication allows the employees to communicate their ideas and suggestions in a better way. While at the same time keeping employees updated and informed about the things that are important for them helps in engaging them for a longer period.
2. Effective co-operation-Effective cooperation helps to maintain good relations between different departments, stakeholders, external or internal employees or the trade union.

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Figure 5. Key drivers of employee engagement

(Source: Institute for Employment studies, 2003)



3. A focus on developing employees— an employer must provide the ample number of opportunities to the employees for their career growth and development in order to engage them as job satisfactions place a very important role in engagement.
4. A commitment to employee well-being— Nongo & sIkyanyon (2012) says that an organization must take the matters related to health and safety very seriously by working on minimization of accidents, injuries, violence and harassment at the work place. They must take effective action whenever required.
5. Clear & accessible HR policies and practices -to which line managers and senior managers are committed — particularly with respect to appraisals, equal opportunities and work life balance.
6. Fairness in relation to pay and benefits— Fair wages or salary must be provided in order to create a balance between the wage rates of external and internal environment.
7. Harmonious work environment— which encourages employees to respect and help each other and coordinate with each other in order to achieve common goals, individual as well as organizational.

According to Bedarkar and Pandita (2014) and Chaudhary and Kumar (2016), apart from the above drivers the following important points must also be kept in mind:

1. Involvement of employees in decision-making
2. The growth opportunities given to the employees
3. Relationship with immediate management
4. No biasness

Robinson et al (2004) explained the engagement model by focusing on increasing perceptions of an employee and level of their involvement with the organization will pay profits in the form of high levels of employee engagement. The model says that feeling involved is the main driver of engagement, but it also shows the main components of feeling involved. The identification of such factors gives a direction to the organizations towards the various aspects of work life that needs serious attention to improve the

engagement levels. The influence of each driver varies according to their importance for a particular organization. In other words it can be said that different groups of employees within same organization may have different set of drivers.

There is a clear connection between employees' experiences and their perceptions of work life and their level of involvement. So, here, engagement is believed to be one step ahead of commitment, which directly or indirectly affects the results of an organization. It is therefore very important for an organization to keep a check on the engagement levels of the employees, and to take timely action to boost the employee engagement and handle the non-engaged and disengaged employees wisely.

Handling Non-Engaged and Disengaged Employees/ Practices to Boost Employee Engagement

The statistics or research on employee engagement is alarming. According to State of Global Workplace report (2017) more than 85% of employees worldwide feel disengaged from work. Almost all the leaders and executives agree with this is problem. What's not so transparent is what causes employees to feel engaged or disengaged as it's very difficult to predict human nature, and to find solution for it?

Engagement at the workplace has always been very difficult to reach, yet some research work tells us that it's c low across the world. In 2013, US analytics firm Gallup revealed that just 13% of employees in the whole world are engaged at work. But the greater concern is that 22% of all UK workers are actively disengaged. According to the Gallup studies (2016) each person's potential increases more than his or her job description. Tapping that potential means recognizing how an employee's unique set of beliefs, best talents, individual goals can drive his or her performance. Some of the practices explained by Miller (2014) to boost employee engagement are as follows:

*Figure 6. Engagement model
(Source: Institute for Employment studies, 2003)*



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1. **Empathy:** It is very important to put yourself in the customer's shoes in order to figure out their needs wants. The company usually loses sight of the main motive of the business and ultimately the customer is the loser. So it's very de-motivation for the employees which directly or indirectly impacts their engagement within the organization.
2. **Happy go Environment:** A feel good environment is based upon three ideas: empowerment, excitement and simplicity. Empowerment means how do we talk to people and empower them to do their best work? By excitement we mean that how do we get people excited and motivated to do a particular job over the years? Thirdly, how can we simplify their lives and support them in their roles by providing them stress free environment and good work culture?
3. **Growth Mindset:** It is very important to prepare a mind for self-improvement and career growth in order to be successful in life. So a growth mind set is required by the employees and it can be inculcated by the employer themselves.
4. **Culture of Ownership:** Sense of ownership drives the team to challenge each other, take responsibility and expand the horizon of what we think is possible in order to deliver the best possible results for the company and community. But the question arises how a company can encourage ownership among the employees? We can say that it requires mutual trust, belief, cooperation and mutual understanding.
5. **Connecting Culture and Brand:** Engagement plays a very important role in connecting brand image and the organizational culture through values and beliefs.
6. **Happiness or Engagement?** We have made a choice between happiness and engagement. Happiness goes much beyond work. It includes time devoted to family, personal life, and other relationships. When companies provide tools, technology and the processes to help employees be successful in the workplace, it drives feelings of accomplishment which increases happiness inside and outside of the workplace.

We can say that engagement and employee productivity are related to employee feelings about workplace and its culture.

Following are some ways discussed in the Gallup studies to re-engage the disengaged employees:

1. **Talk Less:** Disengaged employees often have much potential, but their ideas are not entertained. So feedback in open forums must be encouraged. Wise HR leaders talk less but instead ask questions about their ideas, suggestions and timely feedback.
2. **Remind Them That They are Under Watch:** The organization must have the paternal attitude towards the employees not to control them in any case but to tell them that they are being watched by the management. Watching is caring, and a good way to re-engage employees and to remind them regularly that the organization is taking an active interest in everything they're doing for it.
3. **Reconnect in Review Meetings:** Review meetings are about reconnecting and listening to each other – they require honesty and integrity on both the parts. Different plans can be devised to solve the root cause of their unhappiness and stress.
4. **Set Goals Together:** If an employee has lost his/her focus in the workplace, you can always refocus their attention by introducing a benchmark for a project by dictating them the tangible and non-tangible benefits.
5. **Appreciate:** Try to appreciate the efforts of the employees time to time in order to motivate them which in turn can raise the productivity.

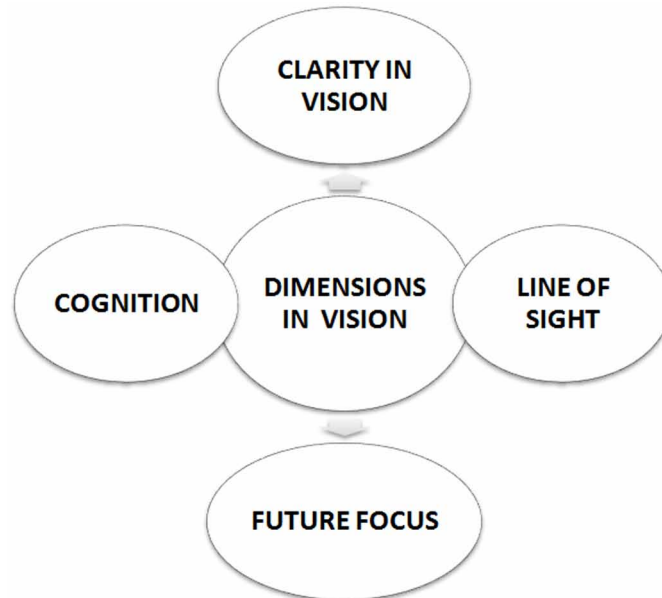
6. **Give Complete Information:** Mostly the staff members who have become disengaged complain that they don't know what's going on above their heads. So, holding regular meetings for them is the best way to take better decisions, to attain the goals and to reach benchmarks on time (Related to products, services, sales, etc.).
7. **Create a Culture of Opportunity:** Provide different opportunities to the employees to try to work freely without any stress so that higher productivity can be gained without any boredom in the work.
8. **Flexi Working Hours:** The age of 9-5 working hours is gradually fading with the time as now different organizations are following flexible working hours. If the nature of your business allows, give employees an opportunity to work from home and customize their working hours. Thus flexi work hours can reduce many problems such as stress level, boredom, and work life balance and helps to create a dynamic workplace without hampering the old values.
9. **Set Clear Expectations:** Communicate your expectations for the employees regularly, but make sure you let them decide how to proceed towards those expectations.
10. **Uncover Hidden Talents:** Disengaged employees may be hiding their talents that can transform the business and do wonders so try to uncover the hidden talents.
11. **Share all News Whether Good and Bad:** It is important to share every type of information with the employees whether good or bad in order to show them the exact situation that the organization is facing which will not only motivate them but also make them more responsible.
12. **Problem Solving:** Inculcate the problem solving attitude among employees and reward them on regular basis in the form of trip or tour in order to motivate them.
13. **Learn From Mistakes:** Management should accept the mistakes of the employees and continuously remind the staff that they're allowed to make them in order to learn from them.

Is Achieving Employee Engagement Really a Tough Job for an Organization?

For an organization it is very difficult to engage its employees fully. John et al (2008) discussed the various ways by which an organization can achieve the employee engagement. Many consultations firms like Accenture, Gallup, Hewitt, Mercer, Towers Perrin, Watson Wyatt and others, have done engagement surveys. Miller (2014) and John et al (2008), identified seven common factors required by an organization to achieve engagement, which are briefly defined below:

1. **Vision:** John et al (2008) gave his views that Vision defines the strategy, goals, objectives, aspirations, values, targets, mission, and purpose of an organization where the work place has a clear sense of the future that engages hearts and minds of employees. When employees understand, accept, and coordinate their actions with the actions of an organization, they are said to be engaged. There are various dimensions of the vision that makes an employee engaged:
 - a. **Clarity in the Vision:** A clear vision engages the employees to much extent when they offer them a of purpose of work that has a clear meaning to each of them.
 - b. **Line of Sight:** Employees whose goals are aligned with the vision of the organization are successfully engaged within the organization.
 - c. **Future Focused:** Long term visions usually focus on the future which helps in creating the short term goals for the employees and fully engage them.

Figure 7. Dimensions in vision
(Source- John et al -2008)



- d. **Cognition:** Visions create energy and energy often generates from the motivating factors and feelings that may exist within a company.
2. **Opportunity:** Opportunity is a chance given to learn and grow through their participation in the various work related activities by participating individually as well as in team such as trade unions, different projects, decision making meeting, etc. The work gives a chance to grow both on a personal level as well as professionally, through participation in various work related activities. According to John et al (2008), Direct participation involves participation where management motivates the employees to make their views related to work and also have the right to take action or not. Whereas in delegate participation management gives employees a responsibility to organize and do their jobs without asking. Both forms of participation may involve individual or group of employees. Indirect or representative participation includes the employee organizations such as trade unions and takes place outside the workplace at the industry level. Inside workplace, the task of representing the interests of employees is taken over by the legal works councils, which have very limited rights of taking joint decisions and consultation, where different work related issues are discussed between management and employee representatives.
3. **Impact:** Hackman and Oldham (1974) who worked on motivation showed that when employees could see the results of their work, they were more likely to be involved in it. Impact says that employees feel that their hard work will surely lead to the expected results. When employees realize that their behavior will affect the customer's attitude and behavior, these employees become more engaged as they know that what is done by them is creating a change in the results. Mentors can motivate the employees to see the effect of their efforts by helping them to understand how their work and its implications. Every employee has to deal with the internal or external customers in the organization. When the employee realizes that his or her works has a great impact on engag-

ing a customer they themselves become more engaged to the organization. Leaders often have a stronger vision so they first create a data base and then foresee the real impact of the employees which connect then with the customers for the best results.

4. **Rewards and Incentives:** The compensation is fair and equitable, including basic salary, bonus and other monetary incentives. Monetary rewards can shape the employee behavior which can be done by profit sharing and sharing the ownership with the employees of the company. Although the main feature of profit sharing and sharing the ownership among employees in general has not been practiced very often by the employers. So, creating a good incentive system that drives the employees to give their best in turn also increases the performance of employees along with the productivity of the organization. So, we can say that the benchmarks give strategic directions to the employees to understand their targets and ultimately give their results.
5. **Social Relations:** Peer group at the work place also drives the employee engagement in two ways. A peer pressure or group and social networks encourages the employees to involve with their job completely. Gallup's findings (2010) revealed that having a friend at work acts as a source of motivation and inspiration which results in a reciprocal relationship between the employee and their peer groups. As a result of good personal relationships, employees maintain goodwill towards their peer group and always try not to let them down, and make sure to make every single effort to make their relationship and bond stronger. Richard Hackman (2002) researched on high-performing teams by studying that when employees feel like they are part of a social network and they put more efforts to support their team goals to be accomplished. When dedicated employee works for a good and cooperative leader then the leader is able to engage the employee to work in a better way in turn by influencing their personal relations too. We cannot deny the fact that mostly the employees hear what leaders say, but we also cannot ignore that they watch closely what and how their leaders execute their tasks. Thus team work requires understanding how the team makes decisions, processes information in a better way, to manage relationship, and to learn from their good as well as bad experiences. Leaders who build community model have definitely those employees who are more engaged.
6. **Communication:** Employees are more engaged with their job when they know what is going on within the organization and for what reason. This Communication system should be so strong that it must help employees feel more a part of the organization. Bedarkar, et al. (2014) discussed the concept of employee engagement and also said that there are mainly three drivers, namely communication, work balance factor and leadership factor. Communications is always a two way process with the top down and bottom up approach. Lack of understanding is a major source of less productivity and lack of motivation on the part of the employees. Worst factor from a management perspective is that, in the absence of clear and concise information, the infamous 'grapevine' takes over the workplace. Leaders who build top-down approach, bottom-up approach, side-approach and inside-out communication approach plans to ensure that employees understand clearly what is expected from them and why it is expected from them. Thus, Employees are highly engaged when they are clearly informed
7. **Flexibility:** We know that employees, especially the next-generation employees, enjoy flexibility in work. In any organization by flexibility we mean the terms and conditions of work may be flexible to help engage the employees. Flexibility might include working hours, other benefits, geographical area, work place facilities, office area, and designing the other policies that give employees more freedom to work over any project. Leaders who encourage flexibility directly or indirectly focus

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on the results of work more than the execution of the activity. They are open to new ideas and creative ways to accomplish the goals. They motivate the employees to find new ways to accomplish the goals. They are willing to experiment and learn by trying new ways to perform a task and also learn from those experiments. They treat each employee equally, with clear expected targets, but with flexible ways to execute those tasks to reduce boredom and provide them more freedom.

Main Drivers of Employee Effectiveness

Bedarkar & Pandita (2014) and Devi (2017) discussed that Employee Effectiveness is used in employee survey that measures proven key drivers of employee performance. It is based on the research conducted by Hay Group as per McMullen which proves that engagement alone does not lead to employee effectiveness. Employees also need to be self motivated. Thus, we can say that employees need to be in the right role, at right place and given a cordial environment with no hurdles to performance.

So we can see from the above figure explained by Iddagoda & Opatha (2017) that the employee effectiveness greatly depends upon the engagement as well as the enablement drivers.

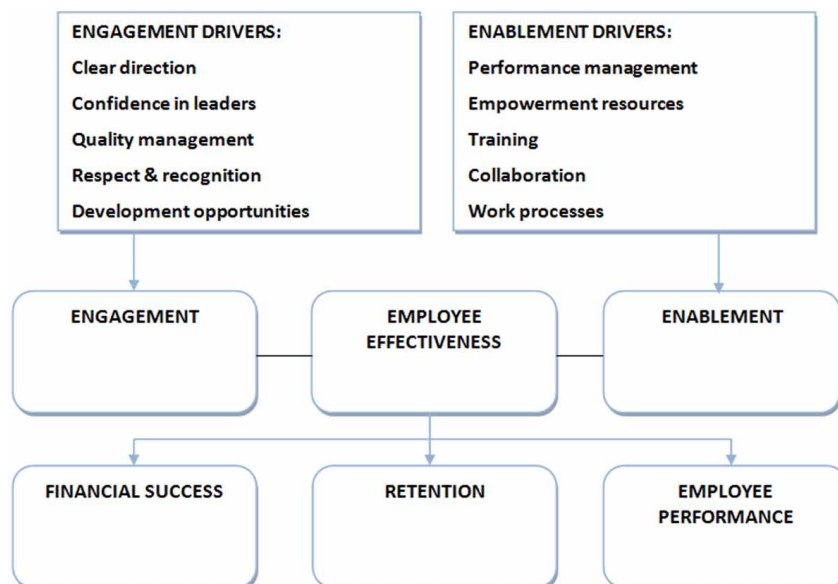
Mc Mullen (Hay Group) offered the following “equation” to show how the drivers result in the desired behaviors:

Engagement + Enablement = Effectiveness

The following drivers of employee engagement ...

1. Clear direction
2. Confident leaders

Figure 8. Employee effectiveness model.
(Anuradha, et al. (2017)



3. Quality management
4. Respect and recognition
5. Growth opportunities
6. Pay and other benefits

... will result in the following employee behaviors: Commitment & Discretionary efforts.

The drivers of employee enablement such as:

1. Performance management
2. Authority and empowerment
3. Resources
4. Training
5. Collaboration
6. Work processes

... will result in: Optimized roles & Supportive environment within the organization

And the overall result will be employee effectiveness shown by productivity, performance, retention of talent, customer loyalty and new ideas.

EMPLOYEE ENGAGEMENT CORPORATE PRACTICES: INDIAN CONTEXT

Tata Consultancy Services (TCS)

Thakur (2014) discusses the employee engagement practices at TCS. Here senior executives guide the team members who come with innovative solutions to work related problems which has resulted in development of a number of useful products and services that have resulted in successful business deals. TCS, which has diverse teams working in different locations with different cultures, created the 'ULTIMAX' platform which is an online forum, where the employees across the world can come together. New innovations and advanced technology helps the employees to perform well in a challenging work environment. TCS not only upgrades its technological competence but also provide an interactive platform to its employees. This platform is used to share, acquire information and expand their learning horizon. It also provides a big platform for their career development. Thus it presents a new level of coordination with the functional areas which in turn lead to commitment of employees.

Bharat Electronics Limited

BEL provides its employees with the facilities like crèche, school fee for the 1st 2 wards of the employees. Competency Based 360 degree feedback and workshops related to Leadership Development are conducted on the regular basis for the senior executives. Development Centers have been established for the senior executives and assessment centers are being formed for the employees. Being a Technological organization, it lays stress upon learning. Various technical programs are conducted in collaboration with IITs and their experts. Tailored programs are conducted on Change Management known as CHAMP programme, Women Leadership Development programme such as DEEPSHIKHA, Outbound Learn-

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ing programmes for HR or Non-HR Executives, Skill Development Programs are conducted for Non-Executives in various subjects in order to encourage a learning environment and engage the employees.

Vardhman Group

In order to engage its employees as well as the workers the organization they celebrate Kaizen week where any employee or worker who finds the root cause of any defect and gives the best solution is given reward. Quality circles are created to help in improvements in areas such as quality, communication system, minimizing costs and increasing the productivity. It has also helped the Company to identify the hidden employee potential and create a participative environment. Most of the problems are solved at the grass root level and this exercise creates a sense of involvement and job satisfaction among employees. Vardhman Textiles have a total of 248 quality circles across all units. Knowledge Sharing is also an integral part of the Total productivity management activity through which information and expertise is exchanged among employees of different units involving inter-unit Visits, Kaizen week celebration,, training programs, TPM magazines etc.

Aditya Birla Group

This organization regularly inspect the employee engagement at all levels across the group through the Biennial organization health study (OHS), which is further guided by their chairman. It gives employees an opportunity to freely express their opinions and ideas on different issues. The Aditya Birla provides the awards for Outstanding Achievement which can be considered as a key engagement factor. The learning channels used by Aditya Birla Group to transform into a learning organisation are: Gyanodaya — that is encouraging managerial and strategic programmes, conducted by the top academics from India and overseas organizations such as London Business School, Harvard Business School, IIM,etc. This group also encourages virtual campus, knowledge integration programme(KIP), Pratibimb- a 360 degree feedback tool, Gyandhara- A knowledge portal, The Group intranet — Adityadisha, Development assessment centres (DACs)-to support managers in recognizing and developing their capabilities and also succession planning to engage their employees.

Reliance Industries Limited

In order to Engage the workforce Reliance group created 'High Peer-formance Work Culture'. This includes a Monthly Town hall called TELL US (which is a Ceremony, Competency Development workshops, sharing the Departmental Best practices, Technological Updates), Suggestion Schemes, Monthly Performance Reviews(MPR), Storytelling sessions, Success Celebrations, get-togethers and Festival Celebrations, financial assistance through which the employee's ward can access to the best equipment, coaches, training facilities and Sports Competitions. It also stress upon improving the personal well-being of employees through Dengue Awareness Campaign, Blood Donation Camps, Free medical checkups, etc.

CONCLUSION

The present chapter has been framed to explain the present scenario of employee engagement in the Indian context. Employee engagement has become an important term in the recent years among numerous consulting firms and also in various business organizations. This subject has become one of the most important topics for HR practitioners and senior leaders in the organizations. The above discussion concludes that the employee engagement is an important indicator for the success of any business organization.

The current chapter discusses the various definitions given by different authors and the organizations such as ISR, Corporate Leadership Council, Dell Inc. ISR also discussed the 3 dimensional approach to define engagement. Further it was discussed what is the need of employee engagement and whether the employee engagement and commitment are same. Further we studied the four stages of engagement which are important for an employee as well as the employer. It is a matter of concern which employees act as the silent killer for an organization? Lot of challenges including communication, trust, lack of insights, etc are faced during engagement process. Here it was discussed that there are five different categories of work behavior which can be explained through the roles that employers set up at workplace such as Core job holder role, entrepreneur or innovator role, team member role, career role and organizational member role. In order to improve the engagement we need to improve the culture of the organization. If we work upon the various key drivers mentioned above we can handle the disengaged employees in an effective manner. Although to achieve engagement, it is somewhat a tough job for an organization, but still some organizations are successful in attaining the engagement.

Employee engagement is attracting a great deal of interest from employers across different sectors. If we talk about the engagement practices followed by Indian organizations, some organizations are taking very effective steps in engaging employees such as Vardhman, Reliance Group, Tata Consultancy Services, Bharat electronics Limited and Aditya Birla Group as explained above. In some respects it is a very old aspiration and desire by employers to find new ways to increase the employee motivation and to win more and more commitment to the job and the organization. In some ways it is 'new' in that the context within which engagement is being taken differently by different organizations. One aspect of this difference is the greater losses to be faced if workers are less engaged than the employees of competitors. A second aspect is that the complete nature of the meaning of work and the rules and policies for employment relations have transformed and there is an open place concerning the character of the relationship between the employees as well as the organization. Therefore the organization should target every aspect of employees to engage them in order to gain competitive advantage by increasing their productivity, profitability and lowering the absenteeism rate among them, as these factors greatly affect the profitability of any organization.

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Section 2

Employee Engagement: Contemporary Issues

Chapter 3

Cultural Issues in Employee Engagement: Illuminate, Causes, and Significance

Radha Yadav

Chandigarh University, India

Riya Gangwar

Jaipuria School of Business, India

Sunaina Arora

Jaipuria School of Business, India

Frederic Andres

National Institute of Informatics, Japan

ABSTRACT

The purpose of this chapter is to analyze the cultural issues in employee engagement. This chapter covers the importance of employee engagement and diverse workforce. The author focuses on the role of culture in employee engagement, and it shows a positive relation between the organization performance and employee engagement. In this chapter, the author also depicts cultural issues in the organization. In the end, the author emphasizes the techniques to improve the cultural issues to enhance employee engagement.

INTRODUCTION

Today's management approach has been changed, Human Resource Department do lots of activity to engage, to enthuse and to excel the employees toward task. Famous organisation like Apple, Microsoft, Google and other companies follow the activities to build employee relations. Affection, Love and Cohesiveness are the social need of anyone's. Today's Human resource Department focuses on this social need to make a strong bond between the employer and employee.

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Today's world is digital world; thought processes and actions are continuously changing to face the challenges in this competitive world. Employee engagement is not tangible thing by which any organisation predicts the requirement of the employee by one touch, all employees are alike, degree of engagement will be different, and employees themselves will be responsible of own level of engagement. Companies have their own strategies to make employees engaged at a work place. These strategies may vary companies' polices and work environment. According to the Gallup great work place award 2015; many popular companies who maintain the great workplace and environment to involve the employee into a work. ABC Supply Co., Inc, Indus Towers, Adena Health System and many more companies proved that engagement plays a vital role in the performance of the organisation. On above, Google, American Express, John Lewis, Hyatt, Southern Airlines and Virgin are on the top of the list of employee engagement. These companies focus on different approaches i.e. transparency, behaviour, listening to the employees, etc.

Employee engagement can be of three types with the perspective of employees. Some employees are actively engaged with passion, dedication and determination towards the companies. They do assignments with futuristic approach; give creative and innovative ideas to the development of the organisation. Second type of employee engagement i.e. Not engaged, these types of employees do their work without energy and passion; personality of these employees are sleepwalker and lazy. Third types of employee engagement is actively engaged, these employees are not only unhappy at the work place but it also affects other employee to make unhappy them. It has been proved by many researcher that highly engaged employee give healthy environment and higher productivity to the organisation. Engagement can affect employees' attitudes, absence and turnover levels and various studies have demonstrated links with productivity, increasingly pointing to a high correlation with individual, group and organisational performance, a success measured through the quality of customer experience and customer loyalty. Beyond this, it is a challenge to manage diverse work force at a work place. To make a engaged employee, main issue which occur is cultural issues. Culture varies person to person

With advancement and enhancement in the usage of technologies, and the growing need to globalize organizations, industries are going across the national geographical boundaries and expanding the scope of their business dealings. Once a concern is globalized, the need for the search of the best person to carry out the respective tasks emerges. Now, that is something opening up new opportunities for candidates across international boundaries; making these boundaries thinner and gradually eliminating it as a criterion for choosing a job.

As we see these days, the supremacy of Multi-nationals is sprouting; and so is the need to have different people from various countries and cultural backgrounds. This cultural mix is a boon to any organization in terms of new ideas, unique creativity, increased exposure, foster innovation, richer brainstorming and better customer understanding and decision making; but the same gives rise to a number of cultural issues in the organization too, like- the unclear culture, resistance to changes, vague assumptions, reduced communication, and the list continues. Employee engagement has become a crucial topic in the organisation to compete in the market, it is necessary to having highly engaged employee at a workplace.

Meaning and Importance

The thoughts, traditions, and social conduct of the people of a particular place or society form the culture of that place. Diversity in a culture adds to the rich dynamic quality at any given place. These distinctions

Cultural Issues in Employee Engagement

exhibit a number of challenges in the work environment. Understanding these social contrasts goes far towards settling them.

Employee engagement is a working environment approach bringing about the right conditions for the human resource of an organization that helps them come up with their best every day, focusing on the goals of the organization, whilst driving a push towards the organizational success with an escalated sense of their own well-being.

People come from all kinds of backgrounds- different religions, values, beliefs, tradition, mindsets, statuses, and even beyond national boundaries- to work together, under the same roof, achieve a common goal and benefit each other interdependently. Certain issues arise due to the cultural differences amongst the human resource of an organization and lead to barriers to employee engagement.

Role of Employee Engagement in the Growth of the Organization

Better employee engagement leads to better yield or better output. At the point when employees are engaged at work, they feel a sense of belongingness with the organization. They believe that the work they are doing holds importance to the firm and hence work harder, along these lines. This, in turn, fulfill their three needs from the “Maslow’s hierarchy of needs”, namely- *Self actualization Needs*, *Esteem Needs*, and most importantly, *the Need for Love and Belongingness*. Hence, the contentment of the employee increases and so does his/her willingness to stay connected with the organization; the turnover rate declines and happy employees propel the organization to grow.

How Does This Affect the Society?

Culture is the social conduct and standards found in human social behavioral patterns. It includes the ideas, customs, behaviors, religion, language, food, music and a million other things of a particular people or society. Social or cultural distinctions will influence the receptiveness, responsiveness, tolerance, and open mindedness of a person to individual education and readiness to acknowledge data and absorb it into one’s own life. Various social perspectives impact the way we connect with other individual, including national culture, regional culture, gender culture, work culture, and different correspondence styles.

Now, if we talk about diversity at workplace, we will come across a number of challenges in their working styles because you cannot just put a bunch of individuals together with immense contrasts and anticipate them to get along from the very first day. Many of them aren’t even tolerant enough to be working with people of distinct social backgrounds and everything gets muddled up at the end. In order to minimize the aftermath of employing a diverse workforce, diversity trainings and strategic management for the diversity takes place that permeates every department and function of the organization.

How Can Cultural Issues Decrease the Performance of the Employees?

The culture of an organization and its productivity are closely related. It is true that diversity brings a lot of challenges at the workplace; challenges in the management of the firm, communication barriers, resistance to change, tolerance level of the employees, power and politics, and many more. These obstacles play a colossal role in decreasing the level of productivity and efficiency of the employees and hence the organization. The following are a few limitations of diverse culture of a workplace-

1. Communication and language barriers can lessen the viability of the employees. This inefficacy can lead to conflicts and affects the team performance.
2. Conflicts and clashes are generally caused when individuals have diverse opinions and priorities in light of different individual demands and needs.
3. Differences in backgrounds, social statuses, and experiences lead to difference in mindsets, thought processes and opinions too, which in turn lead to another reason for struggling in the multicultural environment.
4. The reason that individuals are not contented in working in a diverse environment is on the grounds that they do not consider it a better soil which according to them is due to the dissimilar people around them.
5. The mentality of “we have always done it this way” is resistant to change and does not accept, rather silences new ideas coming from the diverse workforce.

Significance of Cultural Issues in Employee Engagement

With the growing needs of any organization to go global, there is a current trend of multicultural workforce too. Therefore, employees are expected to simultaneously and adequately interact with other employees belonging to different cultural backgrounds because an organization’s efficacy and competitiveness relies on its capacity to embrace the multicultural environment and understand its advantages.

Culture and engagement is the most vital issue organizations face round the world. In a Deloitte study, it has been found that 87% of the organizations specifically point it out as one of their top challenges. On the other hand, if individuals start seeing its brighter side, they will come to know in how many ways workplace diversity can benefit them.

1. **Variety in Perspectives and Viewpoints:** A large pool of ideas and opinions can be created using the viewpoints of the diverse workforce that can be drawn for the strategic requirements of the business.
2. **Adaptability:** While working and interacting, with people from all cultures, individuals make peace with it and ultimately learn to adapt to such surroundings which is beneficial not only for the organization but also for them as a human being.
3. **Broader Service Range:** A differing collection of skills and experiences (e.g. learning various languages, understanding of various cultures) enables an organization to give world-class worldwide services to their customers.
4. **Effective Execution:** Sometimes competitiveness can also lead to high productivity amongst the employees leading to better execution of the skills of individuals at their tasks. Also, various techniques would then be able to be executed; bringing about higher efficiency, benefit, and rate of return.
5. **Diversity Trainings:** Diversity training is any program intended to encourage positive inter-group collaborations, decrease discrimination on the basis of difference in culture by forming prejudices and make the individuals different from others learn how to with each other effectively

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There are many studies conducted in order to mitigate these issues and get the best out of the employees of the concern- like the one to look after and analyze, at a business unit, the relationship between employee satisfaction -engagement and the results of customer satisfaction, efficiency, productivity, profit, employee turnover and other concerned variables (Harter, 2002). One study is done on the accounting firms to analyse the factors that improve the commitment and engagement at work place. Findings show that company's value and organizational culture are significantly related with the commitment and employee engagement (Barkman and Sheridan; 2002). If company does not follow sound and appreciable culture, it impacts negative impression of the top management among employees. In this condition, employee prefers to quit the organization. Another study says about the organizational culture in Saudi Arabia. This study says that training & development, organization communication, rewards and recognition enhance the interest of the employees in the job. Employees feel more engaged and motivated at the workplace. Another study done on qualitative approach that provided a restorative chance to enhance the knowledge of the relationship of organizational culture with employee engagement in Saudi banks Results also show that Islamic culture influence employee engagement in Saudi banks, it affects on Non-interest bearing transactions, and the female segregation rule. (Shehri, Laughlin Ashaab & Hamaad; 2017). Employee engagement is a positive fulfilling work-related state of mind that can be characterized by three characteristics i.e. vigor, dedication and absorption. (Schaufeli & Bakker; 2004). One researcher proves that culture of the organization should be compatible with the values of the employees. (Allen; 2010). There are four types of culture that affects the employee engagement among employees i.e. Power culture, support culture, Role culture and achievement culture. (Brenyah and Darko; 2017)

It was observed by many studies that culture of an organization that drives the employee engagement (Lockwood, 2007; McBain, 2007). Appropriate compensation and benefits for the employees are one of the primary factors that contribute to the desired employee engagement, apart from friendly and supportive work environment. It is found by the research as well as from the observations of the successful companies that there is a direct link between the corporate culture, commitment and engagement (Schein; 1985, Rashid, Sambasivan & Johari, 2003). According to the Mickenzie report, the concept of the organizational culture just not related to the environment at work place, it covers the every aspects of the organizational life and it also affects on the employees. One research says that if management give their little concern about the culture then it can increases the employee engagement in job but that concern should be in continuous process. (Reilly; 1989)

In Social Exchange Theory, given by George Homans, it states that when employees receive certain employee benefits or the righteous advantages of working in the organization from their employer or the management, they feel more engaged and more motivated towards organization although from different cultures (Homans, 1961). Another study says that ideal theoretical standards for understanding work behavior in an organization gives result in terms of more committed, loyal, responsible, and trust-worthy employees (Cropanzo, Mitchell, 2005). Where POS (Perceived organizational support) is how much employees bank upon that their organization regards their commitments and contributions, and thinks about their prosperity and well-being, satisfying their socio-emotional needs. Researcher found that perceived organization support is positively related to employee engagement (Sacks, 2006; Ram & Prabhakar, 2011; Shuck, 2010).

One study proves that employee engagement is significant positively related to the loyalty of the employees towards the organisation (Schaufelli and Bakker, 2004; Vazirani, 2005). In another study it is noted that employees feel a sense of commitment towards the organization when they are engaged, they feel contented with their work as well as with the company which leads to high retention of employees (Haid and Sims 2009).

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A research conducted by Mercer Human Resource Consulting helped in figuring out that- the typical country standards for propelling the engagement and for other employee perceptions vary considerably from place to place and region to region - about their work and their employers. A core set of propelling factors or drivers is emerging globally. This might help MNCs and globally functioning concerns differentiate between local-global issues of engagement in designing and strategizing a global employee engagement strategy and alter the implementations to cater to the needs of the local workforce. (Sanchez & McCauley, 2006)

Social identify theory explains the concept of the individuals' culture affects the person's attitude and behavior and also the team dynamics (Josee & Shisia, 2004). The rationale to justify the cultural change effects on individuals and organizational performance. Individual's similarity on visible and permanent traits influences the feelings of identification. And identification based on demographic similarity is related to in-group inclinations and team conflicts. (Tsui, Egan & O'Reilly, 2006).

It is also explained as ('the portion of an individual's self-concept derived from perceived membership in a relevant social group' (Turner, John; Oakes, Penny, 1986). It is used to deduce and comprehend how a change in individuals' culture affects the person's attitude and behavior and also the team dynamics (Josee & Shisia, 2004). The rationale to justify the cultural change effects on individuals is that the individual's similarity on visible and permanent traits influences the feelings of identification (Tsui, Egan & O'Reilly, 2006). Inside groups, identification based on demographic similarity is related to in-group inclinations and team conflicts.

Similarity/Attraction Theory posits on the notion that- individuals with similar traits and attributes (especially the demographic aspect), enhances the interpersonal attraction and affinity. This is because people with backgrounds akin, feel that they might share similar tastes and interests that will make them comfortable around each other, ultimately bringing an ease and convenience for them in working together. A research earlier (using the above mentioned attraction theory) found that differences in the similar stated aspects leads to lack of attraction caused due to lesser conversation, message misinterpretation and other communication barriers (Cameron & Quinn, 2002).

As with social identification and categorization theory, similarity/attraction research would anticipate that high levels of culture change in an association or in a work group are probably going to prompt flawed work forms. These flawed work procedures will, thusly, prompt weaker execution.

Why Do Cultural Issues Occur in Employee Engagement?

Employee engagement, a term coined by the Gallup Research Group, is widely used and practiced actively in every other organization for at least one of the two reasons- it's analytically proven relationship with productivity, profitability, customer satisfaction, employee retention and safety (Buckingham & Coff-

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man, 1999; Coffman & Gonzalez-Molina, 2002). However, this takes a lot of effort due to the varying cultures in the organization. Culture includes everything from an individual's brought-up, lifestyle and, beliefs to ideas, mindsets and, social behavioral norms.

A few of the issues caused by the distinguished cultural aspect in employee engagement are:

1. **Values and Beliefs:** People coming from different family backgrounds possess different mindsets, perceptions, opinions and, discernments. Naturally, they are going to depict certain distinguished values and beliefs according to their brought up and cultivation. Values are basically the guiding principles of people's internal conception of what is good and constructive or bad and undesirable. Hard work, discipline, usefulness, trustworthiness, punctuality etc. are some personal values that enhance an employee's efficiency and efficacy in the company. The importance of these values is believed to be different from person to person and hence, it creates a gap between the employees and engagement, since the non-dominant cultural group always has to adapt according to the values and beliefs of the dominant cultural group of the organization.
2. **Demographic Aspect:** The demographic aspect is anything relating to demography or the structure of the population that can be age, gender, race, education, income level, marital status etc. According to the similarity/attraction theory, if two people have the same age group or education or other similar demographic factors stated above, will have a better interpersonal interaction (Cameron & Quinn, 2002). The perceived age similarity relates to the workers at a higher level of satisfaction and hence engagement (Avery, D. R., McKay, P. F., & Wilson, D. C., 2007). This could bring in comfort to work around each other and would prompt enhanced work forms, productivity, profitability and a healthy competition as well. Whereas, on the other hand, absence of this could cause diversity issues.
3. **Attitudes and Behavior:** Attitude is a driver of behavior. It is a settled way of thinking about something that can be either positive or negative. It can be seen in a person's response to his or her surroundings. Some negative attitudes are harmful in the work place and can spread to the ones around them that can impact the co-workers' performance as well. To change these attitudes, is a duty of everyone (manager, employees and the organization). This is another cultural issue that stands as a rift to employee engagement pertaining to differences in individuals' and group's attitudes.

Techniques to Improve Employee Engagement

There are a number of cultural issues standing between an effective organization culture. Some ways to improve the employee engagement cause due to the prevailing cultural issues in the concern are:

1. **Respect and Accept:** It is one thing to hire and employ a diversified workforce for the company in order to acquire varied forms of talent; and it is another to deal all of them with deference and dignity by way of inclusion. Again, it is the responsibility of the employees, manager and the organization. A few statistics to check out the effectiveness of inclusion-
 - a. Inclusive teams consistently outperform their peers by 80% on team-based challenges. (Deloitte)
 - b. Ethnically-diverse organizations are 35% more likely to outperform competing firms. (McKinsey)
 - c. More women-led (41%) than male-managed (35%) teams report being engaged. (Gallup)

Now, once the personnel are distinguishing in terms of the demographic aspect, it is now the responsibility of the workforce to take the only solution, i.e. to accept and adjust accordingly and work peacefully in harmony.

2. **Cross-Cultural Training:** Globalization advancement in the areas of economic, political and social is leading to greater interpersonal cross-cultural and diversified contact. Since not everyone is able to adjust to this connect, cross-cultural trainings have been proposed by researchers in order to make the working classes have an effective communication. It is found that these trainings are successful in order to mitigate the drift and have a better contact (Black & Mendenhall, 1990).
3. **Active Grievance Solving Process:** Diverse workforce gives rise to lots of misunderstandings and conflicts due to variation in ideas, beliefs, opinions, perspectives, etc. Such conflicts lead to complaints and grievances. This calls for an active process in every organization that is able to get to the bottom of the problem and fix it.
4. **Interaction/Communication:** In a study, it was highlighted that the internal level of interaction amongst the employees is food to considerably good degrees of employee engagement (Public Relations Review, 2017). It is certain that employee communication and employee engagement are inter-linked (Kang & Sung, 2017). Employee engagement aids to considerably decrease the employee turnover intention and also increases supportive employee communication attitudes and behaviors.
5. **Exit Interviews:** An exit interview is a kind of interview held in order to retain the employee leaving the organization. For the purpose of employee retention, counseling takes place that is a psychological healthcare intervention at workplace (Padmasiri & Jayatilake, 2016). This can not only prevent employee turnover but can also solve the prevailing problem between the employee and the company, making the relations healthier than they were before. This, in turn, becomes an advantageous situation when we talk about employee engagement.

CONCLUSION

Employee engagement is the spine of an organization's healthy work environment. As discussed in the chapter, there are a number of ways to attain that like "*Respect & Accept, Cross cultural trainings, Active grievance solving process, Interaction, Exit Interviews, and many more*" -, and not to deny, there are a number of cultural issues too like- "*Values & Beliefs, Demographic Aspect, Attitudes & Behavior, and so on*". Organization needs and demands of the market to attain the diverse work force but to handle this work force can be tough. Today's manager has been working to maintain diverse work force by engagement practices, So employees get awareness of values, belief, life style, behavior and so on. Techniques

After reviewing the researches of many famous researchers- Gallup, Harter, Schmidt, Hayes, Suharti, Suliyanto, Haid, Sims, Schein, O'Reilly, Sanchez, McCauley, and many more, it can be certainly concluded that employee engagement is a necessity these days in this globalised market where there are people from all over the world working together under the same roof. To keep them working in harmony, under the same roof, with employee-satisfaction as the key objective of the organization, there is a need to have certain drivers of employee engagement like- "*Work environment/organizational culture, job role, rewards & recognition, learning & training opportunities, quality of interaction with peers and superiors, and many more*". Employee engagement is that buzz-word in the industry that has changed

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the perception of the management, considering the fact that how crucial it is to be employee-centric for an organization in order to positively impact the productivity.

Therefore, it is important for companies to see and understand what are the ‘causes’ behind employee engagement, if they want to influence the ‘effect’ of employee engagement.

In the last, factors of culture affects the employee engagement at the work place. An engaged employee will exhibit only not better performance but will be intrinsically motivated. When an employees understand their colleague’s culture, values and belief, and give respect to the diversity. These understanding enhance the cohesiveness among employees and reduce the barrier which comes from the different factors of culture, and increased the engagement of employees at the work place.

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Chapter 4

Do Organizations Really Gain Without Pain?

The Dark Side of Employee Engagement

Nil Selenay Erden
Istanbul University, Turkey

ABSTRACT

The positive psychology movement involves putting an emphasis on investigating positive qualities of individuals. The movement has also affected work psychology domain. One of the most outstanding topics in the work psychology domain has been work engagement. Work engagement, defined as a positive state of mind, characterized by vigor, dedication, and absorption, has been studied in relation to individual resources and performance indicators. Primary objective of this chapter is to provide assumptions on the dark side of work engagement. In this respect, the dark side of employee engagement, which has not received great attention in the literature, will be discussed in order to inspire a more balanced focus for future studies and organizational settings. The recommendation section includes avenues for future studies and suggestions for gatekeepers/managers.

INTRODUCTION

Positive job attitudes (i.e. job satisfaction, organizational commitment) and employee motivation have been largely conceptualized as necessary antecedents of individual and organizational performance (Brown and Peterson, 1993; Iaffaldano and Muchinsky, 1985). Literature is capable of providing proof for the strong relations among positively formed attitudes and productivity. So far, it has been proved that organizational citizens- also known as good soldiers- are high performers (Allen and Rush, 1998). Engaged workforce means higher performance (Bakker and Bal, 2010). The links among satisfaction, commitment and performance have been confirmed many times. The question is: if workplace positivity have been overly romanticized, do researchers- still have a realistic view of work life? Is it all win-win with doing good feeling good or is there a payback? In this line of thought, investigation of the potential dark side of positive work attitudes deserves attention.

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Consulting firms and academicians have been conducting research on work engagement and there is a rich literature on the causes and consequences (Lawler III, 2018). Literature on employee engagement mostly conceptualize it as an outcome variable, and an antecedent of high performance. What are the managerial, organizational and personal characteristics that contribute to employee engagement? Those kind of questions, asked, investigated and revealed that employee engagement; a state of intrinsic motivation with energy, involvement and efficacy (Schaufeli and Bakker, 2004) could be a key employee characteristic, associated with productivity (Xanthopoulou, Bakker, Demerouti & Schaufeli, 2009). The gap in the literature calls for asking: What kind of negative consequences do engaged employees and their work group face as a result of being highly dedicated to work?

In this line of thought, primary objective of this chapter is to balance the positive view on work engagement by setting assumptions to be tested in future studies. The primary objective is to be fulfilled by providing a qualitative analysis section of the assumptions related with the dark side of employee engagement. Those assumptions are formed based on the insight gained from studies dealing with the relationship among work engagement and workaholism, the possibility of engaged employees becoming low performers, overengagement as a path to detachment, overengaged employees becoming victims of social loafing and candidates of job creep.

Since work engagement is conceptualized as a positive organizational behavior construct; it has been associated with positive antecedents and desired outcomes. The literature puts emphasis on the bright side of work engagement. This chapter will provide a literature review section to present the current state of research on work engagement. In this respect; theoretical framework will cover the definitions, drivers and outcomes of employee engagement to provide the current state of research and academic standpoint. Characteristics of highly engaged employees will also be discussed. One can believe it is essential to differentiate high-engagers from others, because they are the main subjects who could experience the negative consequences of work engagement. Later, the chapter will summarize the negative consequences of employee engagement with a qualitative analysis section related with the assumptions on the dark side of engagement. The propositions listed in this section were inspired by relevant literature and insight gained from studies investigating the dark side of bright variables such as organizational citizenship behaviors. The assumptions set forth by this chapter needs to be tested with future studies. Suggestions for future research and organizations are listed at the recommendations section. The chapter ends with a conclusion hoping that a realistic and balanced research view would be established in future research and organizational settings.

BACKGROUND

Defining Work Engagement

Psychology, as a discipline has been criticized as being dedicated to address mental illness rather than mental wellness. The ill-focused trend of studies has effected occupational psychology, as well. Recent years; with the emergence of positive organizational behavior and perspective shift, repairing the worst things has shifted into building positive qualities and this shift has lead to an increase in studies examining meaning and effects of work in positive terms (Bakker, Schaufeli, Leiter & Taris, 2008). Since the shift, one of the most popular positive “research topic” has emerged as work *engagement*.

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Work engagement is defined as ‘‘a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption’’ (Schaufeli, Salanova, González-Romá, & Bakker, 2002, pp. 74). Vigor refers to workers’ perception of their work as stimulating and energetic. As such, working is an activity that is worth of devoting time and energy. Significance and meaningfulness of work activities, feelings of pride, enthusiasm and challenge refer to dedication. Absorption refers to being fully concentrated on work because the work is interesting by itself, time flies by and the individual experiences difficulty to detach the self from work (Bakker, Albrecht & Leiter, 2011a, pp. 5). As can be seen; work engagement is a motivational state of mind (vigor & dedication) and has a behavioral component in terms of extra-role behaviors (absorption). Engaged employees perceive their work to be stimulating, hence they spend more time and energy on work-related activities. They find their work significant and meaningful, thus become more dedicated. They concentrate on their work because they find it engrossing. Characterized by perceptions of stimulating work, meaningful work and interesting work; engaged employees are dedicated, concentrated and willing to spend more time and energy to working compared to others who have low engagement towards their work. Engaged employees are energetic, involved and attached to their work. However, they feel tired after a long workday, whereas this tiredness is described as a pleasant state because of its association to positive accomplishments. Different from workaholics, engaged employees work because work is fun in itself, not because they feel a consuming drive to work hard (Bakker and Demerouti, 2008).

Schaufeli et al. (2002) discuss two underlying dimensions of work engagement; (1) activation: ranging from exhaustion to vigor, (2) identification: ranging from cynicism to dedication. If work engagement is characterized by vigor and dedication (high activation and high identification with work), one can experience absorption. Absorption refers to becoming fully concentrated at work. It could be a result of vigor and dedication; rather than emerging as a third component. Bakker et al. 2001(a) discuss that work engagement could be a two-dimensional construct rather than three; based on the above mentioned argument. In this respect, one can think that work engagement is a motivational state of mind, thus a driver for work experiences such as ‘‘flow’’. Flow is defined as a psychological state of mind, that can change over time, felt when performing a specific task, depending on the balance between challenge and skills (Fullagar and Kelloway, 2009). Flow as a state, can be experienced when an individual is performing a specific task and this task has specific challenges that matches with the individual’s skills. Merging of action and awareness, sense of control, high concentration, loss of self-consciousness characterizes flow experiences (Baumann, 2012). From trait perspective, some individuals can be more prone to flow experience due to having autotelic personality (Csikszentmihalyi, 1990). Individuals who possess autotelic personality or flow personality tend to position themselves in situations that enable flow states (Baumann, 2012). They seek to be fully immersed in the situation. Flow and absorption seem to be similar; whereas absorption component of engagement refers to a long term immersion at work. Flow, on the other hand, mostly refer to short-term peak experiences (Schaufeli and Bakker, 2004).

Engagement could be placed in the high activation and pleasant quadrant of the circumplex model of emotions by Russell (2003) (as cited in Bakker, Albrecht & Leiter, 2011b). Accordingly; engagement contains emotions such as excitement, enthusiasm, energy, happiness and pleasure. Engaged employees are full of energy and experience pleasant emotions. The question is; what is the role of daily fluctuations in engagement? Is engagement an enduring state or a highly variable motivational state? The literature review of Bakker (2014) on daily fluctuations in work engagement suggest that on days when employees have access to personal resources such as social support, day-levels of optimism and autonomy, reported work engagement is higher. When employees have sufficient levels of control, they apply job crafting to

stay engaged. Job crafting, known as the changing the content and environment of work can reshape the jobs, by increasing person-job fit and engagement. In this respect, work engagement contains positive emotions and the endurance of positive emotions can be fostered by providing adequate job resources, and giving employees the autonomy for applying job crafting.

In conclusion, work engagement can be classified as a motivational state of mind (i.e. vigor and dedication), personality trait (i.e. autotelic personality) and a collection of certain job behaviors (i.e. absorption). Macey and Schneider (2008) clarify this construct ambiguity by presenting a classification of work engagement in terms of psychological state engagement, behavioral engagement and trait engagement. The psychological state of engagement is discussed with regard to willingness to invest oneself at work and how engagement is different from job satisfaction, organizational commitment, psychological empowerment and job involvement. Spending extra time and energy on tasks, demonstrating intense and enduring effort, demonstration of initiation and innovative behaviors constitute the behavioral part of engagement. Trait engagement is discussed from the viewpoint of autotelic personality, of which refers to people who engage in activities for their own sake rather than specific gains or rewards. In order to present a broader picture of work engagement, drivers and outcomes of the construct are summarized in the next section.

Drivers and Outcomes of Work Engagement

Job Demands and Resources Model

The job demands- resources model of burn-out and engagement is quite well-known in the engagement literature. Burn-out is defined as a three dimensional syndrome. First component refers to feelings towards an exhaustion of emotional resources- namely as emotional exhaustion, depersonalization characterized by having a cynical attitude towards services and/or clients, and third component is mainly the lack of personal accomplishments (Schaufeli et al., 2002).

The work of Schaufeli and Bakker (2004) identified social support, coaching and feedback as job resources. Job resources were hypothesized to predict work engagement; whereas job demands such as workload and emotional demands were hypothesized to predict burn-out. The study confirms that getting task-related feedback, receiving social support from colleagues and coaching from their supervisors contributes to work engagement. The results indicate that work engagement and burn-out are negatively related, and their drivers are also different.

Although job resources are conceptualized as antecedents of work engagement; a clear rationale explaining how they increase work engagement is missing (Saks, 2006). According to Saks (2006), social exchange theory can provide a framework explaining why employees choose to become more or less engaged at work. For instance, when employees receive job resources, they feel an obligation to bring themselves in their work roles. Thus; engagement behaviors serve as a pay-back to resources received from the organization, as also suggested by the rule of reciprocity in social exchange theory. When organizations fail to provide job resources, employee reactions could be towards disengagement.

The job demands-resources model of burn-out was also examined in the study of Demerouti, Bakker, Nachreiner & Schaufeli (2001). According to the study, job demands (physical workload, time pressure, recipient contact, physical environment, shift work) were related to exhaustion component of burn-out and absence of job resources (feedback, rewards, job control, participation, job security, supervisor sup-

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port) were related to disengagement. The model received support on three occupational groups, human services, industry and transport; where employees are involved in close contact with customers.

Psychological Capital and Other Individual Differences

Psychological capital has been defined as the sum of positive attributes of an individual namely as hope, resilience, optimism and self-efficacy. Persevering towards goals and redirecting paths when necessary for success refers to hope, when challenged by problems bouncing back and even beyond to attain success refers to resilience, making positive attributions for succeeding now and in the future refers to optimism and having confidence to succeed at challenging tasks refers to self efficacy (Luthans, Avolio, Avey & Norman, 2007). The relationships among work engagement and personal resources of self-efficacy and optimism were examined in the study of Xantopuluou et al. (2009). Results indicate personal resources had significant effect on work engagement.

The study of Paek, Schuckert, Kim & Lee (2015) on a sample of hospitality employees revealed that the relationships among psychological capital, satisfaction and commitment are partially mediated by work engagement. Therefore, the study serves as a proof for the positive link between psychological capital and work engagement.

In addition to mentioned variables, psychological meaningfulness, safety, availability, and their individual sources are considered as individual differences that shape engagement (Kahn, 1990). Meaningfulness and safety depend on individual differences in perception. According to Kahn (1990), psychological meaningfulness is experienced when people feel worthwhile, useful and valuable. Thus, situations that involve meaning is associated with higher levels of engagement. Second, people can experience particular situations unsafe. At this point, the role of courage seems essential. As such, courage can provide employees to express their personal selves. Third; when people are psychologically available, they have a higher tendency to invest themselves in their work roles. Expressing personal selves into work role refers to the concept of psychological presence; defined as the state enabling organizational members to draw deeply on their personal selves in role performance, expressed in the form of engaged behaviors (Kahn, 1992). As can be seen, perceptions of meaningfulness, safety and psychological availability are links to psychological presences; of which will foster itself in engagement behaviors.

Performance and Customer Satisfaction

The study of Bakker and Bal (2010) on 54 Dutch teachers, tested weekly engagement and weekly performance link. Moreover, momentary work engagement was positively related to job resources (autonomy, exchange with the supervisor, and opportunities for development) in the subsequent week. The study reveals that job resources contribute to work engagement and work engagement contributes to job performance; whereas, momentary engagement also contributes to the amount of job resources in the following week.

The meta analysis of Christian, Garza & Slaughter (2011) gathers 91 studies that investigate the mediating role of work engagement among independent variables of job characteristics, leadership, dispositional characteristics and dependent variable of job performance. Job performance was conceptualized as task and contextual performance. Task performance is the extent to which how well an individual performs the duties required by the job. Contextual performance is the extent to which an employee is likely to

step outside of formal job boundaries to facilitate the organization at large and the people within. Results revealed that work engagement was positively related to task and contextual performance.

The meta analysis of Harter, Schmidt & Hayes (2002) covered 7939 business units in 36 companies, examined the relations among employee engagement and business unit outcomes of customer satisfaction, productivity, profit, employee turnover and accidents. The true score correlation for employee engagement was highest for customer satisfaction and loyalty. In other words, “happy employees keep customers happy” (Jindal, Shaikh & Shashank, 2017).

Work engagement, the affective and motivational state of work-related well being, can best be predicted with job and individual resources. Work engagement predicts job performance and customer satisfaction at its best (Bakker et al., 2011b). Thus, work engagement acts as a mediator-moderator variable between individual/job resources and performance outcomes. Aforementioned findings suggest that organizations have a crucial role in providing challenging jobs, balanced demands and rich resources that would nourish employee resources and start the cycle of engagement-performance loop.

The narrative synthesis of 214 studies report that engagement is positively associated with task performance, extra-role performance and organizational performance, and the evidence is most robust in relation to performance. However, authors argue that there has been an over-reliance on quantitative, cross-sectional and self-report studies within the field, which limits the claims of causality (Bailey, Madden, Alfes & Fletcher, 2017). As a conclusion, one can think that engagement is positively associated with performance; however, those two variables can be influencing each other vis a vis. High engagement can lead to better performance levels; whereas better performance levels can motivate employees to stay in an engaged state of mind.

The picture illustrates a win-win situation from the standpoint of employee-organization relationship. However, not all employees would be engaged even though they would have balanced demands, rich job resources, challenging tasks, a supporting organizational climate or person- job/organization fit. Therefore, the next section will discuss the characteristics of highly engaged employees with regard to possible courses of actions they are performing to stay engaged as well as possessing certain personality traits.

Profile of Highly- Engaged Employees

According to Bakker et al. (2011b), engaged employees are more inclined to craft their jobs. They are enthusiastic about their work, and feel energetic when involved in work, they try to align their abilities with work conditions, ask for support and feedback to reach job-related goals. Considered all together they can try to improve the person-environment fit by crafting their jobs. As such, one can expect engaged employees to apply job crafting, take personal initiative, display proactive behavior and exert voice behavior.

Carried in the form of a five day diary survey, 95 employees from several organizations participated in the study of Petrou, Demerouti, Peeters, Schaufeli & Hetland (2012). The study conceptualized job crafting as resources seeking, challenges seeking and demands reducing. The relationships among job crafting and work engagement were investigated. Researchers found that day-level seeking challenges was positively associated with day-level work engagement, and day-level reducing demands was negatively associated with day-level work engagement. However, one should also consider that the active role of employees in job design might not emerge in every context, due to interdependency among tasks, organizational constraints or employee motivation to take action towards crafting (Bakker, Demerouti & Xanthopoulou, 2011).

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Hakanen, Perhoniemi & Tappinen-Tanner (2008) conducted a cross-lagged panel study, to investigate job resources–work engagement, and work-engagement–personal initiative links. Personal initiative refers to goal-directed and action-oriented behaviors of which are beyond formal job requirements and consistent with organizational mission. The researchers build the link between work engagement and personal initiative with the Broaden-and-Build Theory of Positive Emotions (Frederickson, 2004). Engagement fosters positive emotions and feeling good-doing good loop is transferred into the organizational setting in the form of personal initiative behaviors. Results confirmed that work engagement fosters personal initiative and personal initiative in turn fosters job resources.

Crant (2001) defines proactive behaviors as taking initiative in improving current circumstances or creating new ones. Proactive behavior involves challenging the status quo rather than passively adapting to present conditions. Employees can engage in proactive activities as part of their in-role behavior in which they fulfill basic job requirements or in the form of extra-role context that goes beyond formal job duties. Proactive people actively seek information and opportunities for improving things; instead of passively waiting for information and opportunities to come to them (Crant, 2001). The study of Warshawsky, Havens & Krafl (2012) on a sample of nurses tested the mediational role of work engagement among quality of interpersonal relationships and proactive behaviors. Results confirmed the mediational model, indicating that quality of interpersonal relationships contributes to proactive workplace behaviors through work engagement.

LePine and Van Dyne (2001) define voice behavior as “constructive change-oriented communication intended to improve the situation, such as making cost-cutting advices or bringing potential problems to supervisors’ awareness”. The study of Cheng, Chong, Kuo & Cheung (2014) addresses the mediational role of work engagement on the relationship between ethical leadership and voice behavior. Ethical leaders have high moral standards, they treat their subordinates fairly and act as a role model. The considerate way of interaction facilitate subordinates to engage in their work and encourage employees to speak up. Study confirms that engaged employees are inclined to contribute to their organization by proactive suggestions.

In terms of personality, one can question whether engaged employees have certain personality traits that help to distinguish them among others who are non-engaged. The study of Langelaan, Bakker, Van Dooren & Schaufeli (2006) among 572 Dutch employees examined whether personality traits differ among employees who experience varying levels of engagement. Discriminant analyses revealed that, engaged employees score low on neuroticism, high on extraversion and high on mobility whereas; neuroticism appeared to be the core characteristics of burn-out. Researchers discussed that neuroticism, characterized by the tendency to experience negative emotions such as fear, anxiety, frustration; make employees more vulnerable to job demands and create a more threatening environment in their perception; in turn leading to burn-out. Second, extraversion is the tendency to be social, highly active and cheerful. As such, extraverted individuals are more likely to experience vigor; which refers to devoting time and energy in work. Finally, mobility scores on the high pole indicate individuals can respond adequately to the changes in demands; adapting to the environment and switching easily between activities. Engaged group of employees scored high on mobility whereas non-engaged group scored lower. Based on the study findings, one can expect engaged employees to be extraverted, emotionally stable and possess mobility of nervous processes.

The relationships among extraversion –work engagement and emotional stability- work engagement was confirmed in the study of Mostert and Rothmann (2006) on a sample of 1794 police officers. In addition, they found that conscientiousness positively contributes to work engagement. Conscientiousness

refers to being disciplined, organized, careful and hard working. As such, it seems quite reasonable to think that employees scoring high in conscientiousness have a natural tendency to engage in their work; due to their hard-working nature.

In addition to big five personality framework, another personality-related variable that should be mentioned is autotelic/flow personality. Previously mentioned, autotelic personality is the main construct of the trait-like engagement. Some individuals have a tendency to experience flow because of being in the need to actively seek and in the ability to create their own flow experiences (Baumann, 2012). Flow is highly similar to the absorption component of engagement and could be conceptualized as a link between flow personality and work engagement. The link between flow personality and big five framework is tested by Ross and Keiser (2014). Study displays negative correlation among flow personality and neuroticism, positive correlation among conscientiousness and flow personality, moderate and positive correlation among extraversion and flow personality, and weak but significant correlation among agreeableness and flow personality. Findings indicate that, individuals who have a tendency to engage in their work by becoming lost in the flow can score high on extraversion, conscientiousness, low on neuroticism. The findings are parallel with the aforementioned studies examining the links among big five personality traits and work engagement.

The overall review suggests that engaged employees might be distinguished from non-engaged ones when considered certain behaviors and personality traits. Work engagement is defined as the positive state of mind, acting as a motivator facilitating employees to dedicate themselves to their work, exert effort and energy while diving deeper in job activities as time flies by. Characterized by positive emotions such as pleasure, happiness and enthusiasm, engaged employees are prone to craft their jobs. From the perspective of flow personality, engaged employees are in need of flow and actively change their environment by applying job crafting, taking personal initiative and displaying proactive behaviors; such as extra-role behaviors that include going beyond formal job duties and voice behaviors; i.e. making suggestions to improve task-related activities or the job environment. Associated with the big five framework, extraversion, emotional stability and conscientiousness appear to be the traits of engaged employees.

So far, the definitions, drivers and outcomes of engagement, certain behaviors as well as traits of engaged employees have been summarized. Due to the fact that work engagement has emerged as a positive organizational behavior construct, the literature puts a heavy emphasis on its positive facets. Next section tries to balance this positive view by conceptualizing the dark side of engagement; especially its potential to transform into workaholism, its link with performance, spill over effects on family life, social loafing, and a possible consequence, such as job creep.

MAIN FOCUS OF THE CHAPTER

Research Methodology

Due to the limited number of studies concerned with the dark side of work engagement, article search was conducted with the keywords of “dark side of work attitudes, workaholism, performance, disengagement, social loafing and job creep” using Google Scholar and Ebscohost databases. The research question is “How can work engagement be associated with negative outcomes? In this respect, five assumptions were identified and each one was put forth as a proposition. Propositions are explained with cited articles and rationale.

Qualitative Analysis of Assumptions on the Dark Side of Engagement

Proposition 1: Overengaged Employees Are Potential Candidates of Workaholism

Workaholism refers to an unwillingness to disengage from work. Workaholics possess a strong inner drive to work, devote more hours to their work, cannot stop thinking about their work in their leisure time and bring this up as an issue even in social conversations. The passion to work is excessive (McMillan and O'Driscoll, 2006). Oates (1968) views workaholism as an addiction to work of which is similar to alcoholism; the underlying motive is seen as pathological. Workaholics continue working overtime, which will decrease the amount of time they devote to their family and leisure time. The inner drive to work is so excessive that it starts creating excessive amount of stress and health-related problems (Gorgievski, Bakker & Schaufeli, 2010). McMillan and O'Driscoll (2004) draw "attention to the "possibility that low enjoyment in work is the critical factor that leads to poor health outcomes, as many studies reporting poor health outcomes for workaholics conceptualized workaholism as comprising low enjoyment." Thus, one can think that workaholism does not have to lead to poor health; however under the conditions of low enjoyment; having the strong inner drive to work could be a threat for employee well-being.

Although engagement has been conceptualized and measured as a positive motivational state of mind, it is a state-like variable. As such, work engagement is not stable in its nature. Its interaction with other variables such as increasing levels of job demands (i.e. workload) and decreasing levels of job resources (i.e. supervisor support) can transform work engagement from its positive motivational nature to an obligatory fulfillment of job duties. Conscientious individuals can feel obligated to work until all job duties are fulfilled. By the time, work could be seen as an endless cumulation of obligatory tasks. If resources are not in balance with demands, the employee might feel an obligation to work harder and longer; which would be fun lacking.

Gorgievski et al. (2010) discuss the major difference among engagement and workaholism as the lack of "fun component". Engaged workers have fun while working but for workaholics, working is driven by compulsory motives. According to their study, working compulsively is not related to engagement albeit excessive work is related to engagement. Thus, one can think that engagement lacks compulsory motives. However, due to its state-like nature and dynamic form, engaged employees could become potential candidates of workaholism if compulsory motives are facilitated by work conditions. For instance, job crafting helps employees to create an environment where they can balance the job demands-resources. However, not every employee has the autonomy to shape their work environment in physical and psychological terms. In organizations where constant change is inevitable; the amount and nature of tasks are also vulnerable to the constant change. If changing mood levels are added into this equation; employees might feel engaged for several weeks but this motivation can have fluctuations in time, and finally decrease. Besides, the study of Schaufeli, Taris & Van Rhenen (2008) confirms that "burnout and engagement act as each other's opposites, whereas workaholism shares some features with both". Schaufeli, Taris & Bakker, (2006), propose that work engagement is the good form of workaholism. The distinction could be stated as bad workaholism and good workaholism- the good facet referring to work engagement. Since work engagement is already a type of workaholism, its potential to shift into a form of work addiction seems reasonable.

Proposition 2: Engaged Employees Are Vulnerable to Becoming Low-Performers

There may be specific conditions under which work engagement is linked to lessened performance. First, if those high in work engagement are highly aroused, then the levels of arousal might be a distraction for cognitive performance (Beal, Weiss, Barros, & MacDermid, 2005). Beal et al. (2005) examined within-performance episode of a subject to see how performance is effected by cognitive and regulatory states. First, performance episodes are defined as work-relevant immediate goals, subjectively experienced and time bound. Second, moods and emotions are transient states that carry performance consequences. Due to performance episodes and its interaction with emotions, performance levels of an employee would change within day time. Considering the effect of emotions on performance episodes, Beal et al. (2005) explain that under high levels of arousal (arousal can be linked with vigor component), people focus their attention on causes or circumstances surrounding the situation. This would diminish the quality of cognitive reasoning and in turn reduce the size of processing task-related information. One can consider an employee, who has to complete a report and send it to the supervisor, but this employee is in a high-arousal state. Report writing is a task that requires attention to details, use language skills, gather data from multiple resources. The multitasking nature of a task needs to be handled with a low-arousal state, because high-arousal brings energy, fostering the vigor component. In conclusion, high positive affect (which is related to engagement) is known to promote heuristic processing that might impede performance where detailed information processing is needed (Bakker et al., 2011a).

Proposition 3: Overengagement Can Be a Challenge for Detachment

As Bakker et al. (2011a) states, “there should be a limit to engagement”. Over-engaged employees can take work to home or work excessively. This would threaten the work-life balance. Even though engagement can have positive spill-over effects on family life (i.e. work-family facilitation and family satisfaction, see Bakker, Shimazu, Demerouti, Shimada & Kawakami, 2013), due to its potential to turning into workaholism, the negative spill-over should also be considered. For instance, Bakker et al. (2014) tested the spill-over effects of workaholism. The study reveals that workaholism is positively related to work-family conflict and has an indirect negative effect on family satisfaction, for both husbands and wives. According to Sonnentag, Mojza, Binnewies & Scholl (2008), “highly engaged employees need time off the job where they can distance themselves from their work, most probably by focusing on non-work related activities”. Their study reveals that psychological detachment is necessary for employee well-being, even though the work is fun in itself, individuals still need to spend time on off-job activities to reenergize their personal resources. Because high absorption can foster high immersion at work, this high immersion in turn can negatively effect the time and energy devoted to off-job relationships (Bakker et al., 2011a).

Proposition 4: Engaged Employees Are Vulnerable to Becoming “Suckers” in the Presence of “Free-Riders”

Social loafing is the tendency of individuals to exert less effort on a task, when working collectively. Intuition might suggest working with others should maximize individual efforts. However, sometimes the inputs are reduced when working with a group, compared to working individually (Karau and Williams, 1993). Latane, Williams & Harkins (1979) conducted two experiments; to see whether individual

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efforts were minimized in the group setting. In experiment one, clapping and shouting were chosen as collective activities. According to the study, “individuals averaged 84 dB clapping and 87 dB cheering, while groups of six clapped at 91 dB and shouted at 95”. As might be expected, the more people clapping or cheering together, the more intense the noise and the more the sound pressure produced. However, it did not grow in proportion to the number of people: The average sound pressure generated per person decreased with increasing group size. In experiment two, participants wore headphones so they could not hear each other. Results display “participants shouted with considerably more intensity in experiment two than in experiment one” (Latane, Williams & Harkins, 1979). The outcomes of the two experiments suggest that social loafing occurs more intensely when others’ efforts are visible to the individual. Under conditions of visibility, the attribution of equitable division of labor might have caused participants to decrease their efforts. If individual efforts to a group are not identifiable, neither reward nor penalties would be given for exerting more or less effort, the tendency of social loafing would increase. Under conditions of low task visibility; individuals think that their supervisor will not notice the amount of effort they put. As such, the individual can not be kept responsible for negative consequences and as a result, social loafing would be inevitable (George, 1992). Those individuals who exert less effort on group tasks are called “free-riders”. They obtain benefits from the group but they do not share the costs (Albanese and Van Fleet, 1985). A second mechanism is “suckers”. “Suckers are those group members who do all or most of the work and do not profit any more than those who did nothing or less” (Rutte, 2003). The case study below, introduced by Rutte (1990) presents a clear picture of social loafing, by displaying the form it may take.

The coding centre of a large Dutch bank employed 118 punch typists. The tasks of the typists were to punch and inspect cheques. The typists worked in pairs: one typist punched, the other inspected. In the morning the supervisor roughly divided the day’s work over the pairs. The pairs occupied themselves with the allocated work until lunch. After lunch the supervisor collected all remaining work and redivided it over the pairs. As soon as a pair had finished that work, they were free to go home. Thus, the typists functioned as a group in the morning and as individual pairs in the afternoon. If the total typist group worked hard in the morning, there would have been little work left after lunch to redivide and all typists would have been able to go home early. However, what typically happened in the coding centre was that the typists put in little effort before lunch hoping that the others in the group would work hard. They did exert a lot of effort after lunch on the other hand to be able to go home as early as possible. Because all typists tended to socially loaf before lunch, a lot of work remained and all typists had a lot of work to do in the afternoon. The results were that all went home late, the atmosphere in the coding centre was quarrelsome, and there were frequent accusations of free-riding (Rutte, 1990).

As can be seen from the case, group members were engaged in the syndrome of free-riding before lunch. After the lunch time, they realize that the tasks must be finished, so this time they became suckers. Many organizational tasks are collective and interdependent. As such, individual efforts complements one other. In team context, norms and performance pressures might prevent social loafing. However, group or departmental working conditions can foster the conditons of social loafing, especially under a system of unfair evaluation and laissez-faire management. The question is: what happens when the work group possesses engaged and non-engaged employees? One can expect engaged employees to exert great effort in their job and become suckers. Non-engaged employees already have low motivation to work. Besides, they know they won’t be responsible for unfinished tasks. Whatever happens, they will

continue to receive their monthly salary checks and there is no negative consequence for exerting less effort. Thus, they will become free-riders. Under this scenario, how does the group climate get affected from those syndromes? The answer can be given in detail, by mentioning the phenomenon of “job creep”.

Proposition 5: Over-Engaged Employees Can Experience Job Creep if Work Group Alters the Conditions

Job creep is first mentioned by Van Dyne and Ellis (2004). According to Van Dyne and Ellis (2004) job creep is defined as the slow expansion of job duties in a way that the extra-role behaviors become viewed as in-role behaviors and employees feel an ongoing pressure to work beyond formal job duties to fulfill their coworkers’ and managers’ expectations. The expectations are towards performing beyond the formal job boundaries. In the case of job creep, one can name job creep victims as “good citizens”. Those good citizens are expected to help others and take extra assignments whenever they are asked to. If the good citizens performed those discretionary behaviors a few times, they will always be expected to act so. If they do not behave in the expected way (i.e. reject to carry other’s tasks, not take responsibility for tasks that are not a part of anyone’s job definition), psychological pressure from coworkers and supervisors start to emerge in a way that cannot be immediately recognized. That is why job creep is an ongoing process emerging slowly and staying invisible until it starts leading to negative consequences. By the same token, the extra-role behaviors, once seen as discretionary but becoming in-role as a result of job creep, are not formally recognized by others, and thus, the employee is not rewarded. Through the violation of reciprocity norm, a psychological contract breach can emerge. Managers/employers do not provide any benefits for the work done that is beyond the role requirements, or that is not in the scope of responsibility for the particular employee. Managerial pressure towards “doing more with less” leads to job creep for certain employees. This pressure is applied to good citizens, as they create expectations by reason of their discretionary behaviors (Van Dyne and Ellis, 2004).

The good citizens are potential candidates for job creep and over-engaged employees are obviously good citizens. They carry their in-role duties with vigor, dedication and absorption. They exert greater effort when compared to their disengaged counterparts. Macey and Schneider (2008) mention that engagement can be observed as a “set of behaviors” in the work context. Within their model: “engagement behaviors include innovative behaviors, demonstrations of initiative, proactively seeking opportunities to contribute, and going beyond what is, within specific frames of reference, typically expected or required”. As such, engaged employees in a work group would perform voluntary behaviors more frequently, when those acts create expectations, they would experience job creep.

The negative consequences of job creep can shed light on the dark side of work engagement. Van Dyne and Ellis (2004) state that victims of job creep would develop a reaction to the violation of their autonomy. Autonomy is conceptualized as a resource, and the loss of this resource would diminish engagement levels. As such, the transformation of discretionary behaviors into an obligatory state can foster employee reactions. If the free will behind discretionary behaviors transforms into obligatory motives, the autonomous needs of the good citizen will be violated. Finally, those employees would express their reaction. They can complain and provide suggestions, in the form of voice behaviors. Those suggestions might be towards motivating or criticizing incompetent coworkers. Because of incompetent others or free-riders, the loss of autonomy and the slow expansion of formal job duties can evoke actions such as

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“talking behind others back”. Besides, unfair perceptions towards division of labor, stress and burnout, low motivation, weak job satisfaction might follow. Wellin (2007) states; victims of job creep can withhold their efforts, work slower or take longer breaks to avoid the extra-work. The negative emotions are also a product of the process. Feelings of disappointment and anger might emerge as a result of the job creep (Ellis and Van Dyne, 2009). Briefly, when the voluntariness of extra-role behaviors transforms into obligations and leads to job creep, this would lead to negative emotions and withdrawal. Erden (2015) conducted an experimental study to measure whether the suggested relationships would be observed between job creep, negative emotions and withdrawal behaviors. The case used in her study, given below summarizes the form of job creep.

Deniz works as an assistant specialist in a company. S/he fulfills all the job requirements written in her/his job definition. In addition to her/his job requirements, s/he is recognized as an employee who volunteers for extra-work. S/he helps others who have heavy workloads and challenging tasks. After some time, volunteer work and help becomes obligatory. Deniz starts to feel as if s/he has to help others or take extra work. S/he feels under pressure and volunteer work becomes a part of her/his job routine. Some days, s/he works extra-time to complete her/his own assignments due to the time spent with extra work and helping others (Erden, 2015).

This scenario can be experienced by any employee. Sonnentag, Binnevis & Mojza (2010) found that work engagement predicts an increase in future job demands. This finding is consistent with the assumption that over-engaged employees can experience job creep.

Especially, engaged employees who experience job creep can also experience a negative state of mind characterized by feeling nervous, bored and disappointed; so, they might develop a tendency to engage in withdrawal behaviors such as starting to lose enthusiasm for work, exerting less effort, engaging in getaways like internet surfing and long breaks. The relations among job creep, negative emotions and withdrawal behaviors are empirically supported in the study of Erden (2015).

What are the negative consequences of being an engaged employee? Over-engaged employees dedicate their time and energy to their work, stay concentrated and as a result they become high-performers. Organizations win for sure; because a high engaged workforce means better organizational performance. Shifting the managerial focus into an employee based perspective, one should consider about the equilibrium in the social exchange between the individual and organizational. Overly romanticized managerial focus might suggest high engagement means intrinsic motivation (Bakker et al., 2011b). Indeed, what more do engaged employees get? Maybe more job demands- as they create a good soldier impression they could face more intense job demands. When high job demands lead to burn-out, how would their supervisors react? Would they communicate negative feedbacks, use threats or apply psychological pressure towards making the employees work more? In this case, engaged employees would experience burn-out and job creep; followed by negative affect and withdrawal behaviors; the final consequence would be low performance. From this point of view, engagement can have costs for a productive workforce. In order to prevent possible negative consequences of work engagement; managers must be aware of its existence and design adequate systems that will help to protect engaged employees from becoming “suckers” and victims of job creep.

RECOMMENDATIONS

Literature of employee engagement includes studies carried in the form of descriptive statistical studies; of those empirically report the significant relationships among variables. Those studies are cross-sectional and longitudinal; especially daily-level measures are taken. Structural equation modelling has been successful in drawing path models. Use of other statistical measures has helped to test the validity of the construct. The overall impression of the literature leads to the idea that work engagement is a distinct motivational state; its distinctiveness from positive work and organizational attitudes has been confirmed. Antecedents and outcomes have been set. Studies report similar findings; indicating that findings are consistent in terms of measuring the subjective nature of abstract concepts and identifying the correlates, causes and consequences.

The positive psychology movement has been quite popular in the recent years. However, in the last decade, the dark side of positive work-related variables has started to receive attention; such as the good citizen syndrome (see, Bolino, Turnley & Niehoff, 2004). For instance, among 1988- 2000, citizenship behaviors were mostly studied in relation to positive outcomes. The good citizen syndrome has been revealed afterwards, the psychological processes embedded in this syndrome and negative consequences has also received attention (Turnipseed & Murkison, 2000).

The dark side of employee engagement has been mentioned in the article of Bakker et al., (2011a), George (2011) and Halbesleben (2011). As the literature heavily puts emphasis on the positive focus; the dark side investigation is on the theoretical level. Empirical studies can shed light about how engagement can lead to negative consequences. However, before moving into statistical models, one can argue that the research questions about the dark side of work engagement has not been fully crystallized yet. Therefore, a grounded theory approach can be beneficial to observe the transformation of work engagement into negative job attitudes and behaviors; the contextual scene and work group dynamics can also be taken into account with qualitative approaches. Thereby, the empirical models would be shaped.

Suggested research topics for is listed below:

1. Employees scoring high on workaholism and work-engagement scales can be chosen as participants to interviews. In this respect, the likelihood of engaged employees potential in workaholism can be detected.
2. Employee performance can be measured in different performance episodes; the performance episodes can be distinguished among episodes that need cognitive attention and episodes that do not require high cognitive attention. The relation among engagement and performance episodes can be set forth.
3. Over-engaged and non-engaged employees can be compared in terms of detachment levels. As such, the assumption of engaged employees having difficulty in detaching from work can be tested.
4. The suckers and free-riders can be separated and engagement levels can be compared.
5. The possibility of over-engaged employees experiencing job creep can be investigated with qualitative techniques and associated variables can be empirically tested.

From an organizational standpoint, gatekeepers and managers might consider the characteristics of employees who have a tendency to experience high engagement as a basis in their hiring decisions. For instance, autotelic personality, extraversion and emotional stability has been associated with work engagement. In addition to that, providing job resources, balancing job demands, establishing meaningful

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work, permitting employees to craft their jobs and display personal initiative could foster the durability of engagement. Since engagement is a state-like motivational variable, it needs to be fostered constantly. In this respects, managers could take initiative in terms of providing the conditions that could foster employees' motivation to become fully immersed at work. However, high engagement may not be the final solution. The possibility of high engagement ending up in negative consequences has been set forth as propositions. Although, those propositions needs further testing; managers can still have the mindset that if not managed properly, work groups can create conditions of social loafing and engaged employees are potential candidates of increased workload; and finally end-up in job creep. The job creep could create employee reactions in the form of withdrawal behaviors. As such; highly motivated employees can decrease their efforts, become low-performers and disengaged or even start looking for other job alternatives. The loss of those employees could have high costs for organizations; especially if those employees are working in key positions. The potential of work engagement transforming into workaholism is an issue that employees should also be aware of. In addition, managers can closely observe their subordinates to detect whether their unwillingness to detach from work is becoming unhealthy.

CONCLUSION

Especially with the positive psychology movement, work engagement has received great attention in the work psychology domain. Engagement has mostly been conceptualized as a positive, fulfilling state of mind, a motivational state; associated with positive job attitudes and desired performance, as in the form of client satisfaction and performance outcomes.

The heavy emphasis on its bright side has limited the focus on its dark consequences. Even though, workaholism and burn-out and their negative spill-over effects on employee health and family life has been studied; still the literature lacks knowledge on how over-engaged employees can face negative consequences, how their relationships are affected, how they affect their work group climate, what kind of inner conflicts they experience and whether the over-engagement turns into workaholism, sucker syndrome or an over expansion of job duties; followed by negative affect and unproductive behaviors.

The chapter has presented work engagement in the current state of research; by providing definitions, drivers, consequences, and the profile of high engagers. Due to the gap in the literature; with regard to empirical studies concerned to the dark side of work engagement, five propositions were presented theoretically. Hopefully, research ideas will inspire future studies and the literature will have a more balanced stand point in terms of studying the bright and dark side of work-related variables. In addition to that, gatekeepers and managers would have the view that work engagement is not the final solution. They must consider the fact that work engagement is state-like in its nature; and needs to be fostered constantly. It has the potential to transform into workaholism of which is an unhealthy situation for employees. In this respect, work groups should be checked to detect whether high engagement is turning into the sucker syndrome and creating job creep. Work group dynamics can foster conditions of disengagement and low-performance. The managerial awareness towards the potential dark side of work engagement can be beneficial in terms of establishing healthy work group and organizational climates.

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KEY TERMS AND DEFINITIONS

Autotelic Personality: The tendency to seek and create conditions that enable flow states.

Burn-Out: The opposite pole of work engagement, characterized by cynicism and exhaustion.

Flow: The state of getting fully immersed at work.

Job Creep: Slow expansion of job duties with regard to discretionary job-related behaviors becoming a part of in-role obligations.

Social Loafing: Tendency of individuals to exert less effort on a task when working in a group setting.

Work Engagement: A positive motivational state of mind characterized by energy, enthusiasm, and full concentration.

Workaholism: A type of work addiction characterized by negative affect.

Section 3

Management Techniques for Employee Engagement

Chapter 5

A Systematic Review of the Correlates and Outcomes of Employee Engagement

Duygu Toplu Yaslioglu
Istanbul University, Turkey

ABSTRACT

Engagement is a concept that is hard to define and easy to realize. Engagement is motivational, and this motivation helps individuals to allocate their resources for their job performance and use those resources intensively and consistently. So, one can say that employee engagement should have been correlated with some variables related with work and organization. In the academic literature, engagement is a relatively high focused area, and it is said to be related to but distinct from other constructs in organizational behavior. Engagement's casual and correlational relationships with the various concepts such as burnout, job demands and resources, organizational commitment, job involvement, workaholism, job satisfaction, for example, are much researched. However, researches indicate different results. This chapter aims to systematically review the aforementioned concepts relationship to engagement and eventually put forward, if any, conflicts and resemblances among previous researches.

INTRODUCTION

For many years, studies on psychology have mainly focused on negative psychological conditions. However, in the 2000s, the attention turned towards the strengths and ideal functioning levels of the people. It can be said, studies on positive psychological conditions are conducted with a perspective that the strengths and psychological capacities of individuals can be measured, improved and managed effectively. Employee engagement, which helps to increase individual and organizational performance through a positive mood felt by the employee about his/her job, is considered within the context of positive organizational behaviors. This is because, engagement increases performance by helping employees become wholly absorbed in their jobs and perform their tasks more vigorously. On the other hand, employee engagement results in positive outcomes such as increased levels of organizational commitment and

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organizational citizenship behavior, as well as improving psychological well-being. Due to the strategic nature of human resources, organizations attach great importance to employees' efforts to work towards organizational goals in full and on their own initiative. In other words, since personal characteristics of employees differentiate organizations from each other and ensure sustainable competition, value given to employees in current business life increases over time. For this reason, organizations are striving to provide conditions that enable them to make the best use of their employees' capacities, knowledge and skills. In this process, employee engagement plays a critical role since it allows employees to use their qualifications on their own will and to feel an inner motivation for their jobs. In addition, job engagement leads to proactive behavior in the development and improvement of organizational processes, by providing employees with a high-level of energy and desire for their jobs (Luthans, 2002; Schaufeli et al., 2006; Bakker & Schaufeli, 2008; Seligman & Csikszentmihalyi, 2014).

BACKGROUND

Employee Engagement Concept

The second half of the 90s faced with talent wars in which companies had difficult times to keep talented employees and transform them into engaged employees. However, talent wars are still present today because the problem of labor force and the problem of shortage of employees having a desired level of competence and skill. Therefore, the way to retain talented employees is to turn them into wholeheartedly engaged employees (Jamrog, 2004).

It is seen that the studies about the definition, measurement and determination of the dimensions of concept of engagement have spread over time. In these studies, researchers admit that engagement is a multidimensional concept, but they fail to reach a consensus on the dimensions of this concept and to decide on a valid measurement model in this regard (Rothbard & Patil, 2012). Therefore, in the area of positive organizational behavior, different definitions are made about the concept of engagement, and it is addressed from different perspectives conceptually by various researchers.

William Kahn has been the first to use the concept of engagement in the academic arena. The conditions that favorably or negatively affect the employee engagement of individuals have been investigated in an empirical study by Kahn in 1990 (Kahn, 1990). In line with this, it has been argued that employees do not make any extra effort except performing tasks assigned to them in a simple manner. Whereas, those who are engaged to their jobs have been reported to be able to express themselves and be fully integrated into organizational roles. Kahn defines the concept of engagement as employees' commitment on their work roles. Engagement has been largely defined as the transformation of the energy of an individual into physical, cognitive, and emotional labor, in other words, employee engagement has been argued to be achieved through physical, emotional and cognitive factors.

Kahn claims that there are three psychological conditions that affect employee engagement:

- **Meaningfulness:** Refers to feeling valuable at work, believing to make a difference, meaningful perception of work
- **Safety:** Employee's feel of confidence psychologically, certainty in the work to be done, the predictability and clearness of the work and positive perceptions regarding the work

- **Availability:** Having the necessary physical, emotional and/or cognitive resources for the engagement.

Another scientific approach to the concept of engagement has been developed by Maslach and Leiter. Researchers have expressed the concept of engagement as an antithesis or opposite of the burnout syndrome. And, the concept of burnout has been reinterpreted as the erosion of the concept of engagement. Considering the burnout at one hand and engagement on the other, researchers argued that people are at a point between the two (Maslach & Leiter, 1997). In the case of burnout an important, meaningful and engaging job is transformed into an unpleasant, unsatisfactory and meaningless one. In this regard, energy, participation and efficiency, which are directly opposite to the emotional exhaustion, depersonalization and low personal accomplishment dimensions, are the dimensions of engagement. Burnout refers to the reduction of interest and utilization of the employee toward the job, while engagement refers to the employee being full of energy, engaged in and preoccupied with the job (Maslach et al., 2001; Hallberg et al., 2006).

According to Maslach and Leiter (1997), a job that started out as important, meaningful and compelling can transform into an unpleasant, unsatisfactory and meaningless one. For a person with burnout syndrome, energy is transformed into exhaustion, loyalty to alienation toward the job, and professional competence is transformed into insufficiency. In this case, while three indicators of burnout are exhaustion, alienation and professional inadequacy, the three main indicators of engagement are defined as energy, commitment and competence. Thus, they argued that it is adequate to measure the level of burnout in order to determine the level of engagement of the employees. Asserting that the burnout, which is regarded as a negative mental process related to the work, is the exact opposite of the employee engagement.

Another scientific approach to the concept of engagement has been developed by Schaufeli et al. They have addressed engagement from different aspects and defined independently of the concept of burnout. They rejected the view that burnout is the exact opposite of the engagement and that engagement can be measured by measuring burnout. They consider burnout as a negative aspect and engagement as a positive aspect of employee wellbeing. However, they argued that a person with low burnout may not have a high engagement, and that a person with a high degree of burnout may not have low engagement. And they put forth dimensions for engagement, different than that of burnout. They have approached the concept of engagement in terms of positive psychology, through concepts such as kindness, optimism, happiness, endurance and argued that engaged individuals value their jobs and are optimistic about their jobs. In short, they have argued that the concepts of burnout and engagement are not two opposites, but two concepts that are independent of but related to each other. (Schaufeli et al., 2002). However, Schaufeli et al. agree that engagement has physical, cognitive, and emotional components, as pointed out by Kahn.

One of the most important elements in defining the concept of engagement is whether the engagement should be considered as a condition or as a personality trait. There are quite different opinions on this subject in the related literature. While researchers who are interested in personality traits focus on differences between individuals, researchers who are interested in state/condition focus on the differences of an individual over time. According to Schaufeli et al. (2002), employee engagement is a condition. According to this approach, people experience engagement in some cases and their performances can change accordingly. The duration of engagement of a person depends on various events and can change instantly. In terms of personality traits, employee engagement lasts longer. An engaged employee is expected to be engaged continuously for a long time (Dalal et al. 2008). However, it is believed that engagement differs from person to person, and also level engagement of a person varies over time.

A Systematic Review of the Correlates and Outcomes of Employee Engagement

Table 1. Various Definitions About Employee Engagement Concept

Author	Definition
Kahn, 1990	While performing in the role the employee is engaged in, he or she defines himself/herself physically, cognitively and emotionally in that role.
Maslach & Leiter, 1997	Antithesis or opposite of the burnout syndrome.
Rothbard, 2001	It is a psychological condition with two critical elements, attention and concentration.
Schaufeli et al., 2002	Positive and satisfying situation defined by job related vitality, self-employment and absorption.
Harter et al., 2002	Employees' enthusiasm, satisfaction and integration with their work.
Roberts & Davenport, 2002	A sense of commitment and enthusiasm about the work the employee has done.
Hewitt et al., 2004	It is the measure of passion and energy that employees have for the organization.
Robinson et al., 2004	A positive attitude towards the organization and its values. Mutually evolving situation between employee and employer.
Saks, 2006	A structure consisting of cognitive, emotional and behavioral parts that affect the role performance of an individual at work.
Catsoupher & Costa, 2009	It is the intention of an employee to direct his energy and goals to organization goals in the form of individual initiative, compatibility, effort and profitability visible to others.
Attridge, 2009	As the employee has positive feelings about work; to find work meaningful and to have optimistic expectations for the future.
Bakker et al., 2010	Employees have a tendency to exhibit emotional commitment and extra-role behavior to increase organizational productivity.
Armstrong, 2010	Specifically, it emerges when people are positive or even excited about their work, when they exhibit voluntary behavior and are motivated to reach a high performance level.
Christian et al., 2011	While the employee fulfills the tasks related to the work, he/she participates in the work at a high level.

Therefore it is thought that it should not be regarded only as a personal trait or a characteristic specific to the conditions.

When the studies on the theoretical framework of the concept of engagement are examined, it is seen that there are studies on defining the concept, determining its dimensions and developing a measurement model. As mentioned before, the concept was first defined by Kahn in 1990 to measure the level of engagement of individuals. Later, with the increase in studies on burnout syndrome, more attention has been paid to the concept of engagement.

Studies About Employee Engagement

After conceptualizing the phenomenon of engagement, various studies have been carried out to determine the relation between engagement and factors in the organizational environment. In general, studies have investigated relationships between engagement and the variables such as managers' capabilities, customer and employee satisfaction, labor turnover rate, intention to quit, organizational citizenship behavior, career loyalty, welfare level, productivity and profitability. These studies suggest that engagement is positively related to organizational citizenship behaviors, prosocial behaviors and proactive behaviors, increased level of welfare, career loyalty, and increased job performance (Saks, 2006; Bakker & Demerouti, 2009;

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Laschinger et al., 2009; Simpson, 2009; Bakker et al., 2010; Gilliam, 2010; Kell, 2010; Robertson & Cooper, 2010; Sulea et al., 2012).

In some studies, in the related literature, it has been attempted to measure the relationship between burnout syndrome and engagement by using the Job Demands and Resources (JD-R) Model, which examines the factors leading to engagement. According to the model of “Job Demands and Resources”, job demands are the physical, psychological, social or organizational elements of the job that require the employee to constantly make physical or psychological efforts. Job resources, however, are physical, psychological, social, or organizational elements that help employees achieve business goals, help reduce physiological and psychological effects that accompany job demands, and stimulate personal development, continuous learning. In this model, engagement has been found to be influenced by job demands and resources and affected the performance of employees, and organizational and individual factors that are effective in achieving engagement have been investigated in studies carried out with this model. In this regard, it has been suggested that individual factors such as personality, self-efficacy, and optimism and organizational factors such as social support, quality of work, personal development opportunities, and performance feedback can be effective in achieving employee engagement (Hallberg et al., 2007; Bakker & Demerouti, 2008; De Lange et al., 2008; Dikkers et al., 2010; Bakker & Bal, 2010; Gruman & Saks, 2011, Swang, 2012). The first study on the “Job Demands and Resources” model has been conducted in 2001, and it has been found that there is a positive correlation between the increase in job demands and the burnout syndrome. Similarly there is a positive relationship between the increase in business resources and the engagement. In addition, a study was conducted in 2009 to expand the job demands and resources model to include personal resources. According to this study, personal resources play an important role in engagement and resulting job performance. The personal resources in question can be expressed as a set of cognitive features specific to one’s own personality, such as self-confidence, self-efficacy, and expertise, which are all related to one’s self. One of the important findings of this study is that personal resources have a positive influence on the perception of business resources and on engagement (Demerouti et al., 2001; Xanthopoulou et al., 2009).

On the other hand, Saks (2006) argued that the jobs with higher scores in the five job characteristics (skill variety, task identity, task significance, autonomy and feedback) of the “Job Characteristics Model” developed by Hackman and Oldham provide a large number of opportunities to employees, leading more role performance, which in turn positively influenced engagement.

Kahn (1990) argued that one of the three psychological factors influencing engagement is safety. And supportive, trusting interpersonal relationships and a supportive management team empowered the employee’s confidence, also positively affected engagement. Accordingly, Saks (2006) examined the relationship between perceived organizational support (POS), perceived supervisor support (PSS) and employee engagement. As a result of the analyzes made, it was determined that there is a significant and positive relationship between perceived organizational support and employee engagement.

In a study conducted by Sonnentag in 2003, it was found that the recovery of the employee in his/her leisure time has an effect on the next working day, and is very important for the engagement. Because the engagement is an entirely positive experience for the employee’s well-being, the rest of the employee affects the engagement positively. Rested employees can have fresh start and can gather their energy for the next work day. Correspondingly, employees who are well rested will have enough resources and power to be engaged to work.

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There is also a positive and significant relationship between engagement and personal competence. This relationship is a bidirectional relationship that suggests that engagement can follow the feeling of self-efficacy as well as causing it (Salanova and Schaufeli, 2008).

According to Roberts and Davenport's 2002 study, there are three factors that affect engagement. These are career development, identification with the organization and rewarding business environment. Career development can be defined as training and development opportunities provided to employees by the company in the workplace to help employees to advance in the career path. The identification with the organization is defined as stepping one step beyond what is defined in the job description assigned to the employee while working for the success of the organization, desire to make extra effort, and willingness to stay in the organization. The rewarding business environment is defined as an organization that appreciates, rewards, and empowers decision-making authority. Progress and improvement of the organization in these three factors will increase the level of engagement of employees.

One of the factors affecting employee engagement is the business-life balance. According to Richman et al. (2008), flexible working conditions play an important role in employees' job choice, job satisfaction and intention to stay in an organization. The research suggests that practices towards work-life balance and flexible working conditions positively effects engagement and intention to stay in the organization.

According to the results of global research published by Towers Perrin in 2003, the five most important factors affecting engagement are senior management's consideration on the employee welfare, challenging job, decision-making authority, customer focus and career development opportunities. As a result of the research, it was determined that companies with higher scores in these 5 factors have higher levels of engagement compared to the others.

Woods and Sofat (2013) conducted a study to determine the relationship between personality traits and engagement. Personality traits were examined in five dimensions: responsibility, extraversion, compatibility, emotional balance and openness. And, according to the results of the study, extraversion and responsibility were found to have a positive effect on engagement. Similarly, Kim et al. (2009) have also conducted a study to determine the relationship between personality traits and engagement, and observed that the personality traits dimension, which is effective on commitment, was the responsibility. At the same time, it was observed that there is a negative relationship between engagement and emotional balance.

In a study by Babcock-Roberson and Strickland in 2010, the relationship between engagement and organizational citizenship behavior was investigated. As a result of the study, it was found that there is a positive relationship between engagement and organizational citizenship behavior. Similarly, Rurkskhum and Bartlett (2012) have looked into the same relationship by using a sample from Thailand. It was also found that there are positive relationships between all dimensions of engagement and organizational citizenship behavior. The two variables have been tested in many studies and has been observed to have a positive relationship in between (Shantz et al., 2013; Ariani, 2013; Mathumbu & Dodd, 2013).

The literature on engagement shows that the concept has been tested with numerous different variables. In addition, some of the aforementioned studies have investigated certain concepts confused with engagement. For example, Saks (2006) argues that engagement is not an attitude like organizational commitment, organizational citizenship behavior and job satisfaction. As generally accepted in the literature, engagement is not an attitude, but a condition. In this respect, it can be argued that it has differences from job-related attitudes.

Robbins and Judge (2012) questioned whether the concepts of job satisfaction, organizational commitment, job involvement and engagement differ from one another, and argued that these concepts complement each other. According to the researchers, if people are passionately committed to their job

and they will probably love it and be satisfied. If the perceived organizational support is high, organizational commitment (especially emotional commitment) is expected to be high. Robbing and Jodge (2012), based on the results of their research, claim that there is such a large relationship between these concepts that they are hardly separated and not so different from one another. Researchers have portrayed the concept of engagement as an umbrella concept in terms of business attitudes, as all these attitudes have a lot in common.

Hallberg and Schaufeli (2006) conclude that the concept of engagement is a new and different concept from the concepts of job involvement and organizational commitment. As a result, these three concepts are moderately related to one another, but the engagement is a distinct, original concept. The concept of engagement has been defined and measured by various researchers in the literature with various nuances. Although the concept reminds positive things, they failed to reach a consensus about its nature. According to Armstrong (2010), the concept is understood within a wider scope since all sorts of voluntary behaviors, organizational citizenship behavior, employee behavior and contributions to employee performance in the organizational context are related to this concept. While some definitions regard commitment as a condition of one's relationship with the job, others consider it in the context of its influence on the purpose and values of the organization. On the other hand, the reason to using this concept more often in recent years has been attributed to its decisive nature in terms of explanatory aspects on behaviors, compared to similar concepts and structures. For example, it has been found that engagement has more explanatory effect on performance compared to job satisfaction (Christian et al., 2011).

MAIN FOCUS OF THE CHAPTER

Concepts Close to Employee Engagement: Similarities and Differences

When a scientifically new concept emerges, people are always skeptical at the beginning and, it must be tested whether the concept describes the alleged phenomenon. It must be shown that the concept of engagement differs from other existing concepts in order to bring a new contribution to this field (Hallberg & Schaufeli, 2006).

When the studies about the concept of engagement are examined, it is seen that they are to some extent inconsistent, complex and different from each other in terms of both definition and operationalization (Christian et al, 2011). Beyond debates about whether engagement is an attitude, behavior, psychological condition or trait, there also exists a debate as to whether this concept is contextually and empirically different from other concepts. When the literature is examined, it is observed that engagement is often confused with concepts such as organizational commitment, job satisfaction, organizational citizenship behavior, workaholism, flow, job embeddedness, job involvement.

Job Satisfaction

Concepts of job satisfaction and engagement are perceived as similar. Job satisfaction simply describes how one feels about his/her job. It is the general feelings about the work-related situations and the ideas that are created by various attitudes related to the different aspects of the job or the job as a whole. The concept of engagement is beyond the concept of satisfaction (Catsouphe & Costa, 2009). In the literature, it has been suggested that there are fundamental differences between the concepts of job satisfaction

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and employee engagement. Engagement is the assessment of the employee's behavior and experience in relation to the role within the organization, whereas job satisfaction is the assessment of the employee's job expectations compared to what he/she has achieved at work (Spector, 1997; Rich, 2006).

Employees who are satisfied with the job seem to have positive emotions about their job, but they are not always enthusiastic and as willing to work hard as they are in engaged employees. An example of this might be that one may be more satisfied by a salary increase, or can be satisfied when the working hours are flexible enough for dropping the children to school in the morning. However, it cannot be said, should this person be excited to go to work and to do his best in the job (Deese, 2009). In this respect, job satisfaction and job engagement differ from each other. It should not be expected that employees who are satisfied with their jobs will be engaged in their jobs at the same time. Employees who are satisfied with their jobs try to fulfill their routine tasks or the tasks assigned to them in the best way possible. Engaged employees act for the success of the organization, exert extra effort, and exhibit behaviors beyond their roles.

Organizational Commitment

Employee engagement and organizational commitment are two concepts that are often confused, but different. Organizational commitment is often defined as an employee's willingness to identify with the goals and values of the organization for which he or she works and effort. In many cases it is possible to say that there is a very close relationship between engagement and organizational commitment, but there are also situations where this is not the case. For example, the level of organizational commitment of an engaged employee may be low, or vice versa.

According to Christian et al. (2011) organizational commitment is different from engagement in two ways. First, while the job engagement is related to the job itself, organizational commitment refers to the commitment as a whole. Secondly, engagement concerns the cognitive, emotional and physical energies of a person as a whole. In relation to differences between organizational commitment and engagement, Saks (2006) states that engagement is not an attitude but a condition.

Hallberg and Schaufeli (2006) argue that the concepts of engagement and organizational commitment are empirically different concepts. Organizational commitment is an emotional commitment developed by the employee in the direction of values and interests shared between the employee and the organization. At this point, however, it is necessary to determine the difference between the engagement of the employee towards the job and organization. Organizational commitment is actually one of the sub-concepts of engagement.

Job Involvement

In the shortest sense, job involvement indicates that one sees his/her job as an integral part of himself/herself (Rotenberry & Moberg, 2007). Kanungo (1982) defines the concept of job involvement as psychological identification at the cognitive level. It refers to how much of the employee's work covers his/her life. The formation of job involvement depends on the internalization of the job, and at the same time job involvement is seen as an element that creates positive results on the lives of people and organizations. Employees who integrate with the job contribute to the increase in productivity and effectiveness by supporting organizational goals. People with higher level of job involvement identify themselves with their job and think about work even outside the working environment (Wyk et al., 2003).

Job involvement is one of the elements that provide employee engagement. For this reason, it can be said that these two concepts have common features, but there are small differences between them. Although the job involvement depends on the degree of eligibility of the employee to the job, engagement depends on the efforts of the person to succeed at the work. In other words, job involvement depends on the cognitive status of the employee, whereas engagement is due to cognitive, emotional and physical effort for the work of the employee. For these reasons, engagement is addressed as a concept wider than the job involvement. (Nelson & Cooper, 2007). It can be said that the individuals with high level of engagement have higher level of job involvement. They are expected to perform better than expected when performing a specific project since they identify themselves with their work.

Workaholism

Workaholism concept has been addressed by Oates (1971) for the first time, and defined as a pressing or uncontrollable desire to work continuously. According to Oates, workaholism is considered as an addiction, like alcoholism. The extreme workload, limited career opportunities and job insecurity that employees face today require the need to prove themselves in the working environment. Employees' desires to prove themselves, fear of unemployment, and the desire to reach higher levels lead to the widespread workaholism. Although there is no consensus on whether the concept of workaholism is a positive or negative factor in the literature, it negatively affects employees and their immediate surroundings when considering its consequences.

Since workaholics always focus on work, they make the work centre of their lives, and feel obliged to work constantly. Workaholics devote most of their time to work, ignoring other roles in their lives. Workaholics, who feel threatened when they are busy with something other than their jobs. They strive beyond expectations of their job descriptions. It is quite difficult to keep workaholics away from their work. They constantly ponder about the issues related to their job and therefore they neglect their social life (Thomas et al., 2007; Schaufeli et al., 2008; Shimazu & Schaufeli, 2009).

Engaged employees also seem to be like workaholics due to their very hardworking, committed nature. However, workaholics feel obliged when performing their duties compared to engaged employees. Engaged employees perceive work as an amusing situation, not as a compelling element, and feel intrinsic motivation. In addition, they are also happy to engage in social activities outside the workplace and don't feel guilty about spending time with social activities. In both the concepts of engagement and workaholism, it is observed that employees have spent considerable time and effort in their work. At first glance, it seems difficult to distinguish between the concepts of workaholism and engagement. However, the differences between the concepts of engagement and workaholism have been investigated in the literature. The most notable difference between these two concepts was found to be the emotions that employees feel toward their business. It has been argued that the workaholics fulfill their jobs due to the feeling of obligation, whereas the engaged employees see their work as an amusing feeling by doing their jobs wholeheartedly. Engaged employees adopt and devote themselves to their jobs. Therefore, this means these engaged employees may also feel an uncontrollable desire to work for longer hours like workaholics. (Sonnentag et al., 2008; Krulder, 2010; Albrecht, 2011; Bakker et al., 2011).

Flow

Csikzentmihalyi (1997) defined the concept of flow as a holistic emotion that one feels when he/she becomes wholly absorbed in the job. When performing an activity, it is necessary to have clear goals of the activity and to be able to get immediate and clear feedback to become absorbed. When people become wholly absorbed in, a state of unconsciousness may occur about the rest, except for the work they perform. The person has directed all attention to a very narrow area and does not need any reward or motivation to do so.

Employee engagement is closely associated with the concept of flow. One of the terms and concepts necessary to achieve the self-actualization, which is placed at the top in Maslow's hierarchy of needs, is the "flow state". People who are expressed as in the flow state find themselves in a weak, strange, dissatisfied state during their free time, while they are being assertive, challenging, focused and highly motivated in their work. People who work with joy and pleasure, uninterrupted, are said to be in flow. People in flow can get the opportunity to meet their need for self-fulfillment in an existential way. In the flow, one feels a sense of discovery by reaching a new state of reality with a creative emotion, increasing the job performance and cognitive performance to an unthinkable level. The difference between the flow and engagement is that flow gives a peak performance, while engagement gives more stable and longer lasting performance (Csikzentmihalyi, 1997; Hallberg & Schaufeli, 2006).

According to Kahn (1990), engagement is conceptually different from the flow. In other words, the concept of flow refers to a short or instant feeling that one is experiencing as a result of being absorbed in the job. This is analogous to engagement, but engagement represents a more stable and long-lasting condition that requires constant concentration.

Job Embeddedness

Job embeddedness consists the factors that link people to the organization, colleagues, and work-related issues. These factors are considered in three dimensions: relationship building, adaptation and sacrifice. Relationship building is formal or non-formal networking of employees with their organizations and colleagues. Adaptation refers to employees' feeling of comfort in the work environment and doing the work that fits them. In other words, adaptation is the overlapping of people's goals with the roles they play in the organization. Sacrifice involves the financial and social losses experienced when leaving the job (Tanova & Holtom, 2008; Crossley et al., 2007; Bergiel et al., 2009).

Engagement is a positive mood focused on the job, and the job embeddedness is a combination of the factors that enable people to stay in the organization. The concepts of job embeddedness and job engagement are similar in terms of employees' interest in their work. However, there are significant differences between these two concepts. As the working conditions of the people change, their level of engagement also changes. However, job embeddedness changes more slowly than level of engagement, and more radical changes are needed to reduce level of job embeddedness. Those who have job embeddedness are more committed to the organization than those who are engaged, whereas engaged employees are more psychologically committed to their jobs. When examined from the perspective of organizational outcomes, it is seen that the higher levels of engagement and job embeddedness have a positive impact on organizational performance (Halbesleben & Wheeler, 2008; Bergiel et al., 2009).

Organizational Citizenship Behavior

Organizational citizenship behavior is considered the extensive and voluntary efforts exerted by employees on behalf of the organization. Organizational citizenship behavior is defined as voluntary individual behavior that contributes to the effective functioning of the organization, regardless of direct and explicit formal reward systems of the organization. These are the behaviors that employees exhibit beyond their job descriptions as a result of individual preferences for the organization and members of the organization (Krishnan et al., 2010; Kular et al., 2008).

Organizational citizenship behaviors include voluntary behaviors beyond their roles towards the organization and colleagues. Engagement, on the other hand, includes role-defined behaviors of employees in addition to the voluntary behaviors beyond their roles. In other words, engagement refers to the efforts exerted above the defined roles or behaviors beyond these roles. Therefore, it seems that engagement includes organizational citizenship behavior. Displaying organizational citizenship behavior that contributes to organizational effectiveness and productivity is closely related to the engagement of employees. It has been reported in the literature that engaged employees have more willingness to demonstrate organizational citizenship behavior. Organizational citizenship behavior can be used as a tool by engaged employees. On the other hand, employees can also exhibit organizational citizenship behaviors in order to protect and improve their position within the organization (Dicke, 2007; Bakker et al., 2011).

Correlates and Outcomes of Employee Engagement

In the organizational behavior literature, engagement is said to be related to but distinct from other constructs. Although there is little empirical research on the factors that predict employee engagement, Kahn's (1990) and Maslach et al.'s (2001) model is trying to identify potential premises of employee engagement. Such as, job characteristics, rewards and recognition, perceived organizational and supervisor support, procedural and distributive justice. Besides, employee engagement has many outcomes for organizations. Kahn (1992) stated that engagement leads to both individual and organizational level outcomes. There are empirical researches that reported positive relationships between employee engagement and job satisfaction, organizational commitment, organizational citizenship behavior, burnout, workaholism and some of them has reported negative relationships with intention to quit, life satisfaction and work enjoyment (Saks, 2006).

Correlates of Employee Engagement

In order to understand the concept of engagement more clearly, comprehending the concepts affecting engagement can be helpful. In this context, various studies and models have been developed to investigate the conceptual map of the engagement.

Christian et al., (2011), Macey and Schneider (2008) set forth a model that includes the premises and outcomes of engagement, starting from the situational engagement model. In this model, engagement plays a mediating role between work-related task and contextual performance, with job characteristics, leadership and personality traits. Job characteristics refer to motivational, social and contextual factors. Similarly, physical working conditions also provide the necessary environment for engagement in contextual sense. Individuals will be engaged in an environment where they feel comfortable. Leadership constitutes the second main premise of this model. As Khan (1990), Macey and Scheneider (2008) and

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Christian et al. (2011) pointed out, leadership requires is a fair, high performance appreciation with clear intentions. These leaders increase employees' engagement by strengthening their ties with their job. Another dimension mentioned in the model is personality traits. It is expected that proactive, conscious, self-sufficient employees have higher level of engagement. The outcome variables of the model are expressed as task-related performance and contextual performance. Contextual performance involves the facilitation of the social and psychological environment by contributing to the employer and his colleagues beyond their role, exhibiting extra performance. According to the model, it is expected both the task-related performance and the contextual performance of the engaged individuals will be high.

Blain and Sparrow (2009), who studied the concept of engagement in terms of premises and outcomes, have examined engagement as a concept emerging in two types; engagement to the job and engagement to the organization. It has premises such as an enriched job worth the struggle (job characteristics), the quality of employee-organization relations (perceived organizational support), the quality of employee-manager relations (perceived managerial support), rewards and recognition, distribution of resources and justice in problem resolution (procedural justice), thoughts about right and just distribution of the rewards (distributive justice). Its outcomes include job satisfaction, organizational commitment, level of intention to quit the job, organizational citizenship behavior (Armstrong, 2010).

Another very popular model which explains the concept of engagement and examines the correlates and outcomes is the model that Bakker and Demerouti have put forward in their studies in 2007 and 2008. In this model, personal resources such as autonomy, performance feedback, social support, and self-efficacy, optimism, endurance influence engagement positively. In this relationship, business demands have a moderator role. As business requirements increase, the resource need for engagement will also increase. In this model, engagement outcomes are increased performance and extra role behaviors, and decreased labor turnover.

In Kahn's (1990) study, one of three psychological factors affecting engagement has been determined as trust. Supportive and trusting interpersonal relations and supportive management have strengthened the sense of confidence in the work, which have shown to positively correlate with engagement. Thus, Saks (2006) has examined the relationship between engagement and perceived organizational support and perceived manager support. As a result of this research, it has been found that perceived organizational support has a significant effect on engagement. In addition, Saks (2006) also investigated the effect of distributive justice and procedural justice on engagement. Here again, Kahn's psychological trust comes to the forefront organizations must have procedures that are consistent and predictable when awarding employees. The higher levels of justice and equality perceived by employees in the workplace, the higher the level of employee engagement and job performance, exhibited by employees to be able to respond this perception fairly.

In his 2003 study, Sonnentag states that recovery is an important part of the next workday, and that it is very important for engagement. Engagement is an affirmation of the well-being of employees and is completely a positive experience. Secondly, engagement is about being healthy. Sonnentag stated that dedication actually helps employees to overcome the stressful work environment.

Personal development opportunities in the organization is another factor that correlates with engagement. Personal development opportunities, expressed as support from senior management and mid-level managers, to improve employees' knowledge and skills, enable employees to better fulfill their organizational roles and make the best use of their capabilities. For this reason, development opportunities are viewed as important and necessary element in the engagement of employees (Armstrong, 2010; Hyvönen et al., 2009).

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It is believed that employee empowerment, defined as the process of increasing decision-making powers and improving people through co-operation, sharing, authorizing, and teamwork, contributes to their engagement by increasing organizational commitment. In the literature, it is accepted that empowerment behavior has a significant impact on employees' engagement (Alarcon, 2009; Van Schalkwyk et al., 2010). From another perspective, it is argued that empowerment constitutes a positive climate in the organization and organizational conditions that contribute to the development of the engagement. It is expected that the empowered employees who have adopted their organizational roles and identified themselves with the business should also dedicate themselves to their job, and be more engaged to their work (Spence Laschinger et al., 2009).

Leaders who adopt transformational leadership behavior, motivate employees to take on tasks beyond expectations. Nonetheless, these transformational leaders aim to enhance employee performance, mobility and job loyalty, and strengthen mutual solidarity. Therefore, employees, who are inspired and supported by the leaders in the organizations, greatly engage in their jobs. In this context, employees who are influenced by charismatic and transformational leaders are expected to exhibit the vision of the leader, show the self-sacrifice required for the organization in line with this vision, and be engaged to the work (Bakker et al., 2010; Tims et al., 2011).

Personality traits play an important role in perceiving one's job and inner circle in working life. Studies conducted in this direction indicate that personality traits affect individuals' positive or negative feelings about their job. In addition, personality traits stand out in terms of ensuring the engagement of the employees and matching them to the jobs that match their personality traits and ensuring their suitability to their personalities (Roberts & Davenport, 2002; Alarcon, 2009).

The self-efficacy, which is defined as the belief in the ability of the person to fulfill the expected and desired situations, is an important determinant in achieving organizational goals. Existing researches in the literature suggest that there is a positive relationship between self-efficacy and the provision of employees' engagement. This is because, employees with high self-efficacy take on more responsibilities in the organization because of their self-confidence, energy and passion (Luthans & Peterson, 2002; Collins, 2009; Xantopoulou et al., 2009).

Outcomes of Employee Engagement

Engagement creates many desired outcomes, such as developing positive attitudes towards the job, showing a performance beyond expectation, identifying with the organization and contributing to improvement of organizational productivity. Engagement is seen as a condition that provides various positive outcomes at the individual and organizational level. When assessed individually, those who are engaged to the job are eager to work and have positive feelings of passion and becoming absorbed in the job. These positive emotions affect the quality of the employee's work, the ability to do his/her work, the ability to use their creativity and their ability to reflect on organizational outcomes. In other words, the individual results of engagement on the employees indirectly affect the organizational outcomes. In the literature, the individual and organizational outcomes of engagement are generally accepted as positive (Saks, 2006; Gill, 2007; Kular et al., 2008; Bakker et al., 2010).

Engaged employees are those who are more responsive to organizational activities, more friendly and helpful to their colleagues. Due to these characteristics, they often feel positive emotions such as happiness, optimism and helpfulness. Employees with positive feelings will play an important role in increasing organizational productivity by working in a dedicated manner (Bakker & Demerouti, 2008).

A Systematic Review of the Correlates and Outcomes of Employee Engagement

It has also been found that engaged employees have less psychological disturbances such as exhaustion, depression, somatic complaints, sleep disorders compared to others (Gill, 2007).

Engaged employees are expected to be motivated, take responsibility for their work, and feel committed to their business and their organizations. Positive emotions felt by engaged employees toward their jobs and organizations makes it easier for them to be satisfied with their jobs. It is therefore expected that engaged employees should be satisfied with their jobs (Gill, 2007; Alarconi 2009).

It is suggested in the literature that the concepts of organizational commitment and engagement are related to each other. Yet, it is stated that the organizational commitment can be both a determinant and a consequence of engagement. Employees who are proud of the organization they work for and who identify themselves with the organization can be engaged to the job with an organizational commitment at the same time. On the other hand, employees who are doing their jobs with enthusiasm and outstanding efforts may feel commitment to their organization (Roberts & Davenport, 2002).

Engagement leads to positive emotions in employees and contributes to the increase in their business performance. Engaged employees strive to achieve their assigned tasks in the best possible way, in an effort to do what is expected in the organizational environment. Therefore, engagement leads to increased product and service quality, increased organizational productivity and profitability, and overall business performance (Wright, 2009; Shimazu et al., 2010).

Engaged employees who feel better in a psychological sense and are in a positive mood show proactive behaviors and initiatives in organizational activities for self-development. Proactive behaviors are considered an outcome of engagement since they are exhibited by employees who are totally focused and enthusiastic about their job (Sonnentag, 2003; Bakker & Demerouti, 2009).

It is suggested in the literature that there is a positive relationship between engagement and organizational citizenship behavior. This is because engaged employees are those who make extra effort for their formal roles and who are passionate about their job. Therefore, it is stated that these engaged employees are capable of exhibiting behaviors beyond their roles due to the positive emotions that they possess (Rich, 2006).

When the outcomes of the employee engagement are examined, it is seen that the engaged individuals are proactive in their personal and career development, and that they feel good psychologically and have positive emotions. Therefore, job engagement is beneficial for employees from an individual perspective. However, when we look at the organizational outcomes, it is stated that the employee engagement has many positive outcomes in terms of achieving numerous outcomes desired by the organizations. Employee engagement is regarded as a vital element in terms of organizations since it influences outcomes such as job satisfaction, organizational commitment, business performance, proactive behaviors and organizational citizenship behaviors. In this context, it is necessary for organizations to establish the conditions that are effective in ensuring job engagement.

CONCLUSION AND IMPLICATIONS

One of the most important concepts in the agenda of practitioners, researchers and especially in the context of HRM professionals and consulting companies, is the engagement of employees. The reason is that there are various outcomes of individual and organizational level of engagement of the employees. In the academic literature, engagement is said to be correlated to but different from other concepts. When we look at the studies about engagement in general, a rich group of concepts about the subject

is seen. Some of these concepts investigate its relationship with the organizations, some with the work done, and some with the job. Although there is not many empirical researches on the factors that predict employee engagement; some theoretical models try to identify potential premises of employee engagement. Besides, employee engagement has many outcomes for individuals and organizations. It is agreed that engagement leads to both individual and organizational level outcomes. As aforementioned there are some empirical researches that have reported positive relationships between employee engagement and job satisfaction, organizational commitment, organizational citizenship behavior and some of them has reported negative relationships with intention to quit and burnout and so on.

When the most prominent elements of employee engagement are examined; the meaning and prejudice of work and love of work can be found. However, as there are only a small number of people who have the chance to do business that they love today. As another way of having engaged employees, businesses try to develop strategies in the direction making employees love their jobs. The most valuable tools that businesses have is HRM practices. It is aimed at employees to integrate themselves in and engage to their work, to feel job satisfaction, to have superior performance and love their job. Using a meaningful job design, giving incentives and fair wages, choosing the right employee for the job, developing performance evaluation, empowerment, developing communication and participation practices etc. are some of the key tools.

Engagement practices that play a major role in the success of organizations are considered by the managers of human resources today. In order to achieve this, engagement strategies must also be established from HRM department and senior management. Determination of engagement strategies can be achieved through knowing the correlates and outcomes of employee engagement. So, employees can get more engaged and the success of the organization can be increased by having satisfied employees. For this reason, in this chapter, the correlates and outcomes of employee engagement reviewed in terms of studies conducted in the management and organizational behavior literature. Thus, it is desirable to provide a systematic assessment to consulting companies, practitioners and researchers for their future studies.

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KEY TERMS AND DEFINITIONS

Career Development: Training and development opportunities provided to employees by the company in the workplace to help employees to advance their career path.

Flow: Holistic emotion that one feels when he/she becomes wholly absorbed in the job.

Job Embeddedness: Combination of factors (relationship building, adaptation, sacrifice) that affect employees' decisions to leave or stay in the organization.

Job Involvement: Psychological identification at the cognitive level.

Job Satisfaction: General feelings about the work-related situations and the ideas that are created by various attitudes related to the different aspects of the job or the job itself.

Organizational Citizenship Behavior: Voluntary individual behavior that contributes to the effective functioning of the organization, regardless of direct and explicit formal reward systems of the organization.

Organizational Commitment: Employee's willingness to identify with the goals and values of the organization in which he or she works and to strive for organization.

Workaholism: Pressing or uncontrollable desire to work continuously.

Chapter 6

Drivers of Employee Engagement and Engagement Value Proposition

Deepika Pandita

Symbiosis International University, India

ABSTRACT

This chapter will focus on the drivers of employee engagement and will define the engagement proposition for the employees in the organization. It is important for the human resource systems in companies to be effectively clubbed with new processes to make employee engagement an end-to-end practice. Employers know that engaged employees are more productive, and therefore, every organization needs to analyze the drivers of employee engagement. There are many drivers to employee engagement. This chapter will discuss a few engagement drivers, namely meaningful work, workplace environment, and recognition.

INTRODUCTION

Over the years one of the toughest challenges confronting the CEOs, HR and business leaders of many organization, has been how to ensure every day when their employees check-in, they do so not only physically but also mentally and emotionally. In short, they are engaged at work. It is important for the Human Resource systems in companies to be effectively clubbed with new processes to make employee engagement an end to end to practice. Engagement at work was conceptualized by Kahn (1990) as “harnessing of organizational members” selves to their work roles. Engagement is closely associated with the existing construction of job involvement (Brown 1996) and flow (Gruman, J 2011). Employers know that engaged employees are more productive and therefore, every organization needs to analyse the drivers of employee engagement. Outperforming and set new standards is what a highly engaged employee will consistently do. In the workplace research on employee engagement (Harter, Schmidt and Hayes, 2002) employers have frequently asked employees “whether they have the opportunity to do what they do best everyday”. Employee engagement cannot be enhanced only by crafting and executing effective talent strategies but their contribution and quality of output made by them also depends on their relationships

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with their colleagues, subordinates and seniors. It is a rudimentary need of human beings to belong and to be belonged. Such collaborations can be a major contributor to the success of a company.

With time, the mindset of employees has also shifted. With changes in terms of technology, ¹lifestyle, and demographics, the formula of workplace happiness has certainly changed and the kind of incentives that employees respond to have also changed. Employees these days are no longer engaged in doing the same job day in and out. Employees feel motivated when they are provided with opportunities for taking up new challenges, coupled with rewards and recognition. These are in fact some of the new priorities of the new age employee. These priorities are significant to employee engagement, and they are as crucial as supporting and developing the right kind of experience for your employees to create a meaningful workplace.

There is a discrete variance between behaviour's exhibited by an employee who is engaged and disengaged.

Employee Engagement

In order to strive to gain competitive advantage over the others engaging employees is a current instrument to benefit every company. Human Resources is one aspect that cannot be replicated or copied by the competitors of the other company and is measured the most appreciated asset if accomplished and involved effectively. This idea has been stressed by Baumruk (2004), in order to be the most influential reason to measure a company's success the only yardstick is employee engagement. Katz and Kahn (1966) have talked about the notion of employee engagement in their job related to managerial efficiency. Nevertheless, it was stated in over-all as the needs to be established to deliver a creative and co-operative work atmosphere prominently to effective performance and success. Kahn (1990) familiarized the model of employee engagement, giving his description cited in his study, specifically, "the connecting to the members of the organization" selves to their roles; employees employ and express themselves physically, emotionally, cognitively during job performances".

Job engagement has become one of the most significant topic in recent years. It has become an area of interest for most of the organization since it directly affects the business outcomes. During early 70's and 80's, HR's focus was more on personnel engagement which catered only to employee satisfaction. However, it gradually started moving to employee engagement which measured employee's dedication and commitment to the organization. The term job engagement was first used by William A. Kahn in a 1990 Academy of Management Journal who is also considered as an academic parent of employee engagement. There is no single widely accepted definition for employee engagement till date. According to Kahn, "employee engagement is an ideal situation where an employee is involved in his job physically, cognitively and empathetically". After his study, there was growing interest in employee engagement. In 2017, Wilmar Schaufeli and Arnold Bakker defined engagement as "a positive and fulfilling state of mind that is characterized by dedication, vigor and absorption".

(Shuck 2017) in his study argues that employee engagement is different from organizational commitment because Organizational Commitment is an employee's connection with his organization, while, engagement is how much involved an employee is in his work. Job engagement also differs from Organizational Citizenship Behavior, as the engagement is concerned with the desire for one's role, while OCB refers to a person's voluntary commitment within an organization.

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Basbous, O. K. (2011) in their findings, studies the elements which could possibly lead to and influence job engagement in manufacturing industry. Their study concluded that employee development is one of the factor which leads to job engagement. Ali Abbaas Albdour and Ikhlas I. Altarawneh (2014) studied the relationship between employee engagement (organization and job) and organization commitment for the Jordanian banking industry. The study showed that the frontline employees, who have higher job and organizational engagement, have higher commitment as well.

Engagement of the employees gets many benefits for the organization. Employee engagement is an instrument which can be arranged in the organization so that the human capital is aptly arrayed and coupled successfully. Various initiatives of employee engagement aid in enhancing commitment of the employee and assists the employees achieve improved performance in their roles. It leads to concentrated energies and measurable results. It decodes into countless novelty, positive energy, commitment to organization and greater output. It also transcends to lower employee absenteeism and turnover rates. The employees who are engaged to their work love their work, company goals, trust their organization and the way in which they run their businesses. (Smartmanager.com, 2012). The engaged employees display extraordinary heights of creativity, passion and they trust they make worth and management.

It is to be noticed by the top management how disengaged employees cause distress to the working of the company. The effort is viewed as a transaction time for the benefit of the dis engaged employees. (Smartmanager.com, 2012). They only exert bare minimum effort to complete their job. They have absolutely no passion or creativity to do their jobs as they just complete their duties for the sake of doing it. They never feel a part of the organization during working for their jobs. They spread good amount of negativity to the other employees thus making them feel dis engaged.

In 2006, a research by Gallup Consulting estimated that reduced output and performance fostered by actively disconnected employees cost US business houses around \$328 billion annually (Sorenson, S. 2013). One of the main reason that is attributed is failure on part of employees to contribute to their talent and potential. As a result of this, there is hardly any return on Investment on such employees. Gallup Business Journal, 2013 highlights that if an engaged employee is engaged, s/he is most likely to contribute in the company modernism as well as in innovation for the company. They are likely to have a safe and favourable relationship with the customers in terms of productivity and profitability. Their retention with the company is expected to be much higher than less engaged employees. Approximately 70% of engaged employees specify that they have fair idea on how to meet Customer requirements. On the other hand, non-engaged employees the percentage stands as low as 17. While 78% of the engaged employees are more likely going to endorse their company's services as compared to disengaged employees which account for 13%. It is incredible to see the behaviours of the employees impact the business of the organization. Gallup Consulting have categorized engagement of the employees into the following three ways: employees who are engaged, employees who are disengaged, actively and the third type are the ones who are actively disengaged.

These three groups of the employees show diverse behaviours. Undoubtedly an intersection flanked by the employees who are disengaged and the employees who are actively disengaged. Employees who are engaged toil with desire and feel a thoughtful association with the organization. They are highly energetic, creative and innovate to help move the organization in the right direction. Employees who are disengaged are fundamentally, "checked out" from their roles and their company. These employees are pushing themselves but neither passion nor energy in their roles of work. Employees who are actively disengaged are not just not contented with their job or roles but are also busy performing out their discontent. The actively disengaged employee demoralize what their engaged employees try to achieve.

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Mercer 2013 describes employee engagement as a psychological state in which employees sense a great importance in the organization's achievement and are equally motivated and willing to the heights that outstrip the required job requirements. An Aon Hewitt Report (2011), engagement of the employees is well-defined as the state of intellectual and emotional association in their departments or organization. It is the amount to how the organization has caught the minds and the hearts of its employees. Gallup Consulting relates employee engagement with enthusiasm and involvement for their job roles.

There are abundant theories and prototypes existing for the engagement of the employees and various companies have their own practices for the same. For instance, (Jauhari 2013) comments that proposing developing prospects is likewise one of the crucial methods for handling workforce. Encouraging the key talent is one of the most vital characteristics of managing talent and engaging them.

Employee Engagement and Its Attributes

According to the Gallup Consulting, organization consists of different kinds of people; engaged - Engaged employees are makers. They want to know the desired opportunities for their domain so they can achieve and excel in them. They are certainly inquisitive about their organization and their position in it. They execute their work at constantly great levels. They constantly have the desire to use their abilities and strengths at their work each day. They drive innovation, work with passion and make their company move ahead and beat their competitors. Not Engaged – the employees who are not engaged, incline to focus on everyday jobs rather than the aims and consequences they are expected to achieve. They need to be told what to do for the sake of it so they can do it and say they have completed their respective work. They lay a lot of emphasis on achieving tasks vs. achieving a result. Employees who are not-engaged incline to feel their assistances are being unnoticed, and their potential is not being detailed. They frequently

Table 1. Employee engagement attributes

Attributes	Details
Communication	Managers should provide feedback to the employees regarding their performance and job roles. They should clearly designate their opportunities from and about the employee.
Career	Management should deliver significant work to the employees along with opportunities which leads to growth in their careers.
Confidence	Good managers must boost and induce confidence in an employee.
Control	Managers must let the employees develop the control which they have on their career and jobs.
Clarity	Managers must have a vibrant vision of what work is to be done and how it is to be done. The managers should effectively communicate the plans and their vision.
Collaborate	Managers must motivate their employees to work in and as a team. He should also take steps to nurture trust among the team members. Effective synchronization and associations should be sustained within a team.
Compliment	Give appreciation to the employee for a well done job.
Connect	Managers must make their employees feel important and valuable.
Contribute	Ask for innovative ideas, suggestions and means of progress. Give opportunities to employees to contribute in the management decision making process.
Credibility	Managers must set models for the employee by imbibing and teach others to practice ethical practices and standards.

Source: Schaufeli, et al (2006)

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feel this way as they do not have fruitful associations with their superiors or with their peers. The third category of employees are the actively disengaged are the 'cave dwellers.' They are 'Constantly against Essentially Everything.' They are busy acting out their unhappiness as they are not just unhappy at work. Every opportunity is seen as seeds of negativity. They are constantly

Every time, employees who are actively disengaged undermine the efforts of the engaged employees. The employees increasingly are influenced by each other to make products and services, whereby the issues and tensions are fostered by the actively disengaged employees. This can effect uncountable cost to the working of the organization. (Bedarkar, M., & Pandita, D. 2014).

In a digitalized world, Literature has discovered that many organizations need engaged employees that will excel in their work, they may even go out of the way to meet their needs. These engaged employees need respectable work, jobs that are appreciated which can make them feel more motivated and contended. With this change, there has been a growing emphasis on employee satisfaction as an element of employee engagement. Engaging the employees is a mixture of guarantee to the organization and its standards, plus an inclination to assist the colleagues which in turn reflects on their organizational citizenship. It goes further than work satisfaction and it cannot be simply called as motivation. They are taking opportunities to express your opinions to their managers, a feeling of well-informed communication about what is happening in the organization, believing that your supervisor is dedicated to the goals of the department and the organization, have a strong desire to have an organizational citizenship, taking extra efforts to give to the success of the organization.

Many companies are smart to work develop and engage engagement practices as they lead to profits of the companies. These profits speak for themselves. It is vital to make a note, that the process of employee engagement requires a two-way association between employee and employer. The employees who are engaged with the organization tend to validate a specific primary behaviours in the organization. These employees will then express clearly about their roles and their organization to peers, potential employees and customers. (Pandita, D. & Bedarkar, M., 2015).

Robinson (2004) and Penna (2007) both back an engagement model which assimilates few drivers of engagement like a sense of feeling appreciated at work, clear as crystal communication, learning & development and job satisfaction. Robinson contends that satisfaction with the work only, will not led to an engaged and satisfied workforce, but it is contributory with many other factors.

Penna's model is also similar to both motivational theories viz the Maslow's need hierarchy and Herzberg's motivational theory, with 'hygiene' factors at the bottom of the triangle and 'satisfiers' towards the top. As an employee clearly meets each of these engagement aspects, the employee then emphasises that the company becomes more attractive to the potential employees and drives more engagement to its existing staff.

One of the most important factor for any business to be successful is to keep and attract talent. These ways have highlighted the significance of accepting employee engagement and therefore raises questions on how to monitor, improve and measure this within an organization. These levels act as enablers and the drivers to meet engagement of the employees.

Though there is very little empirical research on the drivers that forecast employee engagement, it is likely to recognize a number of possible antecedents. (Kahn's 1990). While the antecedents might change for job and organization engagement but the key drivers of engagement remain the same. One can debate that employees who are provided with augmented and stimulating jobs will feel grateful to return with higher levels of engagement.

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Figure 1. Hierarchy of engagement (2007)

Source: Model of Penna (2007)

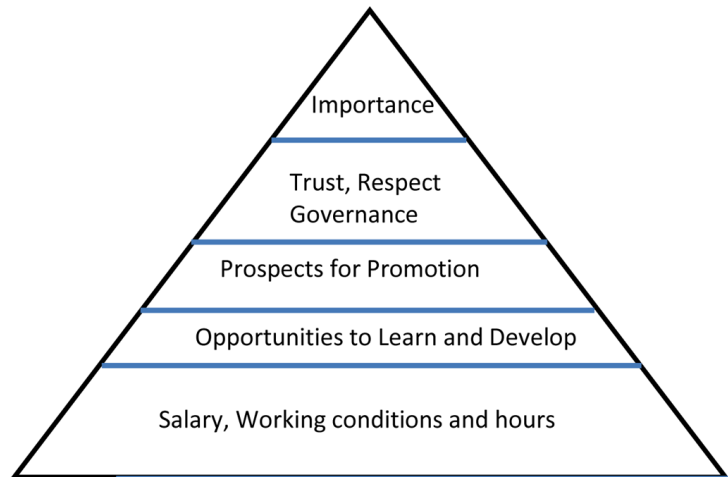
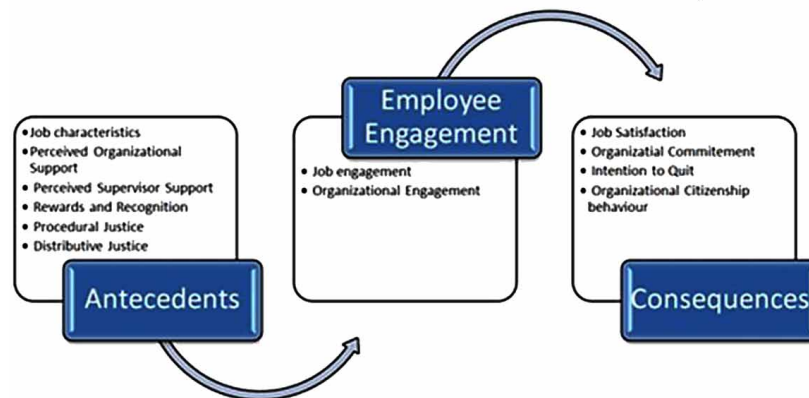


Figure 2. A model of the antecedents and consequences of employee engagement

Source: Alan Saks (2006)



The model above in the first instance describes the precursors of the employee engagement. These different antecedents define how employees are engaged with their organisation. The model establishes the fact that antecedents which are leaning towards employee engagement are resulting in engagement. Some of the consequences that are mentioned are organizational commitment, job satisfaction, intention to leave, organizational citizenship behaviour etc. The focus of the companies which study in-collective employee engagement levels are looking for Continuous Reinforcement of People-Focused Policies, Culture, significant metrics, organizational performance. It can be concluded that employee engagement is level of commitment and engrossment an employee has towards their organisation and its values. Consciously an engaged employee will focus on business framework. He will work with his colleagues to enhance the performance within the job so that organisation can be benefitted.

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Development Dimensions International (DDI) has created the method of survey for engagement in the organization that specifically comprises of few segments of the engagement initiative and important fundamentals in it. The essentials of employee engagement signify a dynamic atmosphere of working that imitates on the social fabric created by the company (Anitha, 2013). Many organisations take special effort to enhance practical, holistic and effective strategies to acquire talent that not only is able to attract talent but also report engagement of the employees (J Bhatnagar 2008).

Productivity of the organization is measured not in terms of satisfaction of the employee but by how engaged the employees are. When employees display a constructive attitude toward the organization and express an assurance to stay with the organization they are believed to be engaged. Organizations believe in fostering employee engagement levels primarily concentrate on: company culture, eloquent metrics, continuous strengthening of people-oriented policies and performance of the organization. An engaged employee is conscious of business context, and works with its peers to progress in their performance within the job for the advantage of the organization. Therefore employee engagement is a measurement that governs the link of the employees within the organization. Human Resources specialists be certain that the challenge of engagement has a lot to do with how employee feels about the about his experience in his work and how he or she is treated in the organization. It has a great deal of emotions involved which are primarily connected to drive profits and make the company successful. There will always be employees who never give their best efforts no matter how rigid HR and line managers do to engage them. But for the most part, employees want to compel to companies because doing so gratifies an influential process and a basic need in connect with and donate to something important.

Engagement value proposition has strong backing from the employee value proposition. As the former is derived from the practices of the later. Employee Value Proposition (EVP) is a set of values that the employer offers to your employees, and use as a magnet for attracting new hires. Besides attracting candidates, an Employee Value Proposition (EVP) can help to engage and retain employees. It's a new phenomenon that engagement value proposition is vital to engage the employees. This only can be achieved if the employee value proposition is place for every organization.

Drivers of Employee Engagement

There are various drivers of employee engagement that engages employees at workplace. Some of them are job atmosphere, the job itself, the kind of leadership, and individual personalities influence engagement. This chapter focuses on the drivers such as meaningful work, work environment, supervisor support, mentoring and recognition as the key drivers of employee engagement.

- **Meaningful Work:** The level of intrinsic motivation of employees can be driven by the way their work is ordered. This can also pay to employee engagement. Richard Hackman and Greg Oldham have asserted that meaningful job can be a very important factor in attaining higher employee engagement, which means an individual engagement is likely to be enhanced if employees have jobs through which they can add to the company's objective. Hence it is important to have the work which they believe is significant and gives them a chance to use their skills, and can also give them a bit of autonomy in the way they work. Sometimes because of different personality types, level of engagement for certain employees is higher than others. It is widely confirmed by various scholars that numerous factors contribute to the engagement level, for some it is how regularly

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employees are in a positive mind frame, for some it depends on how excited they are in completing their tasks, for some it is dependent on how easily they can figure out a positive environment. Employees who display a significantly higher level of these qualities are most likely to be engaged in almost any work environment. They are not likely to be influenced by any other activities which can impact their engagement.

Meaningfulness of one's job can be defined by that feeling that one gets when his/her job can have an impact on the society as a whole, a particular community or a cause. Inherently, a clear and concise mission and vision are indispensable for the core of an organisation, since it not only provides guidance and direction, but also ensures inclusiveness of all the stakeholders in all important aspects of organisational growth. The effectiveness of communicating this purpose to employees is equally important.

Companies spend a considerable amount of time and money on communication through speeches and newsletters, but if the majority of employees do not identify with the message, it may be a sign that the vision is either under communicated or that employees are not being shown the link between their work and the organization's overall mission. Making a difference towards a cause that is higher than any one individual or the organization can offer a sense of fulfilment to employee.

- **The Environment at Work:** The two factor theory of Frederick Herzberg, implies that distinct factors drive contentment (motivation factor) and dissatisfaction (hygiene factor) at their respective job. Herzberg was of the opinion that employees' satisfaction rests on the workplace providing the capability to achieve outcomes, do exciting work, be recognized and have opportunities and responsibility for moving ahead in their career. He projected that satisfaction on these proportions would escalate one's enthusiasm to accomplish.

Business outcomes such as profitability and customer satisfaction are highly correlated with Engagement. Which factor energies is the topic of concentrated interest, to some degree is commencement to a debate. Researchers found a positive correlation between business outcomes and engagement of the employees, even predictably articulated, is meaningful work environment from a hands-on perspective. It is still being debated around the exact description and impact of employee engagement. The work environment plays a vital role in creating an engaged workforce.

According to the Aon Hewitt Report (2011), a study of best employer organizations, have higher employee backing which comes as no surprise because the best employers also displayed the following features like strong organizational configuration, improved advanced and developmental opportunities, addressing requirements by creating employee segments, robust belief in significance of HR utility, the culture of recognition and reward. (Aon Hewitt Report, 2011)

Supervisor Support: The relationship between a supervisor/manager and their employees is very important for an organisation. The amount of support employee can get from his/her manager plays a critical role in engaging them. Bratton (2007) states, "At the heart of the learning climate or learning environment lies the line-manager-employee relationship. A supervisor can create a positive method to lifetime learning". A positive atmosphere around the employee can be created with the support of manager. The interactions between the supervisors and his members of the team play a pivotal role in engaging employees in his department.

Drivers of Employee Engagement and Engagement Value Proposition

An employee is able to give his best when he feels that his immediate supervisor cares about him and hence is highly engaged. Leaders who have a transformational style of leadership can create a strong engagement for their followers which helps in increasing the motivation and hence they can work in achieving the success for their organisation. Even more influential are charismatic leader, those who encourage followers by engaging to their values and emotions. They escalate engagement by converting the nature of work by building it appear more magnanimous, morally truthful and meaningful.

- **Recognition:** The recognition factor also matters in engaging employees. Rewards too add a great deal of motivation and engagement in the employees. The stock options offered to employees or other bonuses are also behaviours to establish recognition of employees. Child care facilities, flexible work hours are all elements that demonstrate a caring attitude of the employer and ways to engage with employees. Non-monetary recognition reports the emotional needs of individuals. It strengthens behaviours that can modify corporate culture permanently, and it is based on values and principles of the company. Examples include: a formal certificate of gratitude, publicly acknowledging an individual at a team meeting for a good job done, a quick and personalized thank-you in person, a personalized email message. If an impact on employee engagement is to be created in the organization, emphasis on creating a world class engagement culture focused on recognizing and rewarding your people for their great work needs to be implemented. The recognition in any form must be personalized for every individual inside the organization. The above ideas are just a few ways you can start to create engagement inside of your organization.

CONCLUSION

Employees are the important resources to many organizations and if they aren't given the right time and suitable space to make a seamless blend of the work and also have fun at their workplaces. It is then the sense of disengagement towards their work arrays in the employees. Both the organization and employees are dependent on each other to accomplish their objectives and goals. Therefore, employee engagement should not be a one-time exercise but it should be incorporated in the company culture. Employee engagement should be an uninterrupted practice of improvement, learning and action. The drivers of engagement should be carefully studied and synced with the human resources policy of the company. Therefore, organizations should actively look forward to achieve employee's potentials and thus, create an impact on the performance of employee, which directly affects the organization's performance.

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Chapter 7

Applying the Full Range of Leadership: Developing Followers and Employee Engagement in the Workplace

Sharon E. Norris
Spring Arbor University, USA

Ashley R. Norris
Carnegie Library, USA

ABSTRACT

Engaged employees are connected, present, authentically self-expressive in their work roles, and committed to their organizations. Disengaged employees are disconnected and detached from their work. The extent to which employees are engaged is malleable and subject to influence and change; therefore, employee engagement can be developed. When employees believe they are supported with opportunities for growth and development, they are more likely to be engaged in their work. In this chapter, employee engagement, employee development, and full range leadership are discussed along with how leaders use transactional, transformational, and laissez-faire leadership to develop followers and encourage employee engagement.

INTRODUCTION

There is an epidemic within today's contemporary organizations, which has been referred to as employee disengagement (Swindall, 2010). Disengagement at work is a coping mechanism that employees use when they perceive a lack of support from coworkers and supervisors (Thanacoody, Newman, & Fuchs, 2014). It has been reported that more and more workers are actively disengaged and afraid to speak up regarding policies, procedures, or business practices out of fear of negative consequences such as retribution (Maylett & Warner, 2014; Wilson, 2014). When employees are disengaged, they alienate themselves from their work, safeguard themselves, and suppress their thoughts and feelings resulting in

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health and wellness issues, intention to quit, high turnover rates, reduced productivity, and lower moral (Anuradha, Lakshmi, & Ghuman, 2017; Blauner, 1964; Seeman, 1972; Lencioni, 2007).

Today's organizational leaders sometimes make short-term decisions to keep pace with the changing demands of the marketplace but end up violating the psychological contract and creating an environment where employees experience less job security, uncertainty in career opportunities, and challenging organizational climates (Imperatori, 2017). These working conditions take a toll on employees and ultimately diminish the effectiveness of the organization. While some workers resign and leave the organization, others stay employed but mentally quit and emotionally detach. Going to work everyday for the paycheck becomes a way of life. According to the Gallup Organization (as cited by Swindall, 2007), people without passion for their work make up 55% of the people in organizations and those actively disengaged make up 19% with only 26% of employees who are actively engaged.

When employees lose their motivation and enthusiasm on the job, it can be easy for leaders to simply blame employees for poor attitudes and expect workers to turn things around for themselves. Yet, organizational leaders are the ones responsible for the culture and climate of the organization, and signs of disengagement need to be addressed through effective leadership. Ignoring disengaged employees can do quite a bit of damage as the employees who are engaged can become weary when working with peers who lack passion for their work. Leaders need to gain insights on how to keep the entire workforce motivated and engaged on an ongoing basis.

It is possible for employees who are engaged to become disengaged and visa versa. Employee engagement is malleable and state-like, making it subject to influence, change, and development, and by its nature, is cognitive and affective. For example, people are more likely to be engaged when they perceive they are supported and when they experience positive emotions (Biswas & Bhatnagar, 2013; Fredrickson, 2009; Youssef-Morgan, & Bockorny, 2014). Since employee engagement is not fixed and subject to change, many leaders view employee engagement initiatives as a strategic employee development opportunity that can improve employee performance and enhance overall effectiveness of their organizations.

Employee engagement is a powerful antecedent to a variety of positive employee attitudes and behaviors such as organizational commitment and organizational citizenship behaviors (Whittington, Meskelis, Asare, & Beldona, 2017). Employee engagement is also associated with effective employee performance, retention, productivity, and overall business growth (Yadav, 2016). Given the desirability of these outcomes, organizational practitioners are interested in knowing how to help individual employees overcome any potential barriers to making positive changes as well as how employee engagement can be collectively nurtured within organizations (Herman, 2014).

One of the ways that leaders can encourage the development of employee engagement is through the use of leadership styles appropriate to the needs of employees. While there are many different ways of defining and describing leadership, the leadership theory that is being examined in this chapter is referred to as full range leadership. Full range leadership is a comprehensive framework of leadership that includes transformational, transactional, and laissez-faire leadership (Antonakis, Avolio, Sivasubramaniam, 2003; Avolio & Bass, 2004; Kanste, Kääriäinen, & Kyngäs, 2009). In the full range leadership model, transformational leadership is enacted through the use of idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Transactional leadership depends on contingent rewards and management by exception whereas the laissez-faire leadership style is the avoidance of leadership (Avolio & Bass, 2002).

Applying the Full Range of Leadership

Leaders with a repertoire of skills that includes the effective use of full range leadership have the capacity to support a wide range of followers, overcome challenges, and support employees through various stages of their development. When an employee is a new hire or in a career transition, the transactional leadership approach can be beneficial by providing followers with clear directions, expectations, and goals, thus helping followers gain a sense of competence (Avolio, 2011). As followers achieve mastery over tasks, they tend to desire greater levels of autonomy, and transformational leadership style is beneficial in this stage as followers gain a sense of meaning and purpose associated with their work. When employees become self-directed, committed, and dependable, leaders can further adapt their approach to a more laissez-faire leadership style in order to support employee maturity and development needs (Grow, 1991; Rana, Ardichvili, & Polesello, 2016). By flexing the leadership approach, leaders can provide the resource support employees need for employee development and employee engagement. In this chapter, employee development and employee engagement are discussed along with how leaders can utilize full range leadership skills in the workplace to bring out the best in employees, encourage employee growth, and enhance employee engagement.

BACKGROUND

Various researchers have examined employee engagement in different industry sectors, including agriculture, aviation, banking, education, finance, food and beverage, government, healthcare, hotel, information technology, intelligence community, manufacturing, military, and telecommunications, as well as in diverse countries such as Africa, Asia, Europe, and North America (e.g., Byrne, Hayes, & Holcombe, 2017; Sukhmeet, 2017). Within today's organizations, regardless of industry or country, employee engagement is believed to be the key to competitive advantage and organizational success.

According to the literature, Kahn (1990) was first to coin the phrase employee engagement, which was described as a range of behaviors on a continuum from personal engagement to personal disengagement. Engaged employees are involved, connected, present, passionate, enthusiastic, and they demonstrate freedom of self-expression (Schaufeli, 2014). When individuals are engaged, there is alignment in their use of cognitive, emotional, and physical resources while they focus their efforts on achieving cognized goals (Byrne, 2015). In contrast, disengaged employees are disconnected and detached.

People at work exhibit a range of behaviors, and highly productive employees are typically considered those individuals who are involved and committed to their work (Lawler, & Hall, 1970; Lodahl & Kejner, 1965; Mowday, Porter, & Steers, 1982; Porter, Steers, Mowday, & Boulian, 1974). Over the years, various techniques have been utilized to encourage positive employee behaviors on the job. For example, it has been argued that face-to-face communication can be one of the most significant driving forces for the development of employee engagement in organizations because it holds the potential for resolving issues that are ambiguous and uncertain (Barros, Costello, Beaman, & Westover, 2015; Mishra, Boynton, & Mishra, 2014). The leader who takes the time to listen to concerns and respond directly to employees in a respectful matter can enhance the leader-follower relationship as well as inspire commitment and engagement. Another technique that has been useful for developing employee engagement is affording employees the opportunity to express their unique ideas and make contributions (Yoerger, Crowe, & Allen, 2015). Employees often have insightful ideas about issues, problems, challenges, and opportunities within the organization, and organizational leaders who recognize the value of employee

contributions and demonstrate appreciation toward employees increase perceptions of organizational support and employee engagement. When leaders themselves are actively engaged, they are aware of the needs of employees and can adjust their leadership style to employees thus encouraging employee growth and engagement.

EMPLOYEE ENGAGEMENT

Employee engagement has been conceptualized as a psychological state distinguished by involvement and commitment, and it has also been described using performance constructs such as prosocial and organizational citizenship behaviors (Bridger, 2015). Alfes, Truss, Soane, Rees, and Gatenby (2010) explain there are different expressions of employee engagement including intellectual engagement, affective engagement, and social engagement; people may think about their work and how to improve it, have positive feelings about their jobs, or willingly work with others to make improvements in organizations (Bridger, 2015). Employee engagement is positively associated with organizational productivity, profitability, employee retention, improved safety, and lower absenteeism (Buckingham & Coffman, 1999; Whittington & Galpin, 2010; Xu & Cooper-Thomas, 2011). Engaged employees tend to be high performers who surpass the minimum requirements of their job through extra-role behaviors. Extra-role behaviors are defined as behaviors that go beyond in-role expectations.

When employees exhibit prosocial and extra-role behaviors, also known as organizational citizenship behaviors (OCB), they perform these actions voluntarily and spontaneously without considering the possible rewards (Whittington & Galpin, 2010). According to Rana, Ardichvili, and Tkachenko (2014), “Engaged employees are committed, dedicated, and invested in their work roles cognitively, psychologically, and behaviorally” (p. 251). These employees are fully present in their work roles and aim to continually increase their performance (Xu & Cooper-Thomas, 2011). As a result, engaged employees positively impact organizational outcomes. To illustrate, Shuck, Rocco, and Albornoz (2011) report that Caterpillar, a large multi-national construction equipment supplier and manufacturer, realized an estimated savings of \$8.8 million in turnover costs by increasing engagement among employees in their European-based plants. Many organizational leaders, including those at Caterpillar, view employee engagement as a key source of competitive advantage (Shuck, Rocco, & Albornoz, 2011) and thus, these leaders find great value in working to create engaged employees.

For organizational success in today’s contemporary environment, is vital for leaders to cultivate, strengthen, develop, and sustain the effectiveness and engagement of their workforce. Simon (2011) believes “When organizations focus attention on their people, they are making an investment in their most important resource” (p. 64). The return on investment of an engaged workforce is employees collectively exhibiting positive attitudes toward their work, pride in their organizations, belief in the company’s products or services, willingness to engage in extra-role behaviors, and commitment to teamwork for the benefit of the organization (Simon, 2011). Employee engagement and employee development go somewhat hand in hand because growth opportunities tend to inspire greater involvement, and strengthened commitment generally influences employee engagement.

EMPLOYEE DEVELOPMENT

Employee engagement is strengthened when employees believe career advancement opportunities exist for them, such as training and potential for promotion (Radda, Majidadi, & Akanno, 2015; Zhang, Avery, Bergsteiner, and More, 2014). When leaders are willing to invest in the advancement of their workforce, employees feel valued and, in turn, are motivated to engage in their work.

In organizations where leaders are committed to developing employees, considerable time and resources are devoted to the design and implementation of training and development activities that strengthen the organization's human capital. Human capital has been described as the knowledge, skills, and capabilities of employees that contribute to the firm's economic value (Birasnav, Rangnekar, & Dalpati, 2011). When human capital is valued within an organization, employee development activities are prioritized, designed to build on employee strengths, and focused on learning with opportunities and experiences for employees to stretch and grow (Rao, 2009).

Another advantage of employee development initiatives is the potential for leaders to identify emerging leaders within the organization. As employees engage in training and educational opportunities, they acquire new attitudes, skills, and behaviors (Payne, 2013). Ongoing employee development is a valuable investment for today's leaders due to the massive changes that are taking place in the global marketplace. When ongoing learning and development opportunities are available, employees can continually upgrade their skills and abilities necessary for optimal functioning in their organizational roles and help them keep pace in the rapidly changing world. At the same time, employee development enhances employee engagement. The literature supports an association between leadership, employee development, and employee engagement. Xu and Cooper-Thomas (2011) explain leadership behaviors centered on supporting and developing employees are the strongest predictors of engagement among employees.

FULL RANGE LEADERSHIP

Leadership has been identified as an important job resource that has been found to increase employee engagement, especially when job demands are high (Breevaart & Bakker, 2018). Leadership represents a key driver of employee development and employee engagement (Tomlinson, 2010) along with trust, integrity, adequate communication channels, attention to employee's opinions, opportunity for training, and a good working relationship between leaders and followers (Zhang et al., 2014). When employees believe they are valued and supported by their leaders, they have a greater tendency to open up and engage with authentic self-expression on the job.

The way leaders provide support to employees plays a vital role in creating a workforce with positive energy, commitment, and passion for their work. Leaders concerned with strengthening employee engagement in their organizations lead with optimism, create a healthy positive work environment, are visible and available, foster interpersonal and organizational trust, cultivate relationships, set clear goals and share feedback, provide meaningful work, and encourage autonomy and individual growth (Clark, 2018). Developing employees and fostering employee engagement is beneficial, especially when it creates a workforce where followers make maximum contributions and experience maximum satisfaction (Rice, Marlow, & Masarech, 2012).

As organizational leaders gain insights regarding the benefits of workplace involvement, they have a tendency to make employee development a priority and develop initiatives that will enhance employee engagement. For example, in 2006, an employee development initiative at Kia Motors was introduced to improve leadership, recognize employees, fine tune internal communication, and enhance organizational and employee development. At the start of the employee engagement initiative, Kia Motors had a turnover rate of 31%. In 2007, after one year of working on the employee engagement initiative, the turnover rate decreased to 15%. The following year, in 2008, the turnover rate dropped to 5%, and by 2009, the turnover rate fell below 2% (Tomlinson, 2010). The focused effort on employee development and employee engagement had a profound impact on intention to quit and turnover. In practice, the commitment to effective leadership and employee development had a positive influence on employee engagement at Kia Motors. The way employee engagement initiatives are developed can be as unique as the organization itself, but one key element is the influence of leadership.

In our exploration of leadership styles that facilitate employee engagement, we discovered that one of the most effective approaches is matching leadership style to the needs of employees, and given the rapidly changing needs of employees in today's contemporary workplaces, the agility of leaders to flex their style is critical for success (e.g., Wziatek-Stasko & Chabinska-Rossakowska, 2015). One leadership theory that serves as a foundation and encapsulates a broad theory of leadership is full range leadership theory (FRLT), originally proposed by Avolio and Bass (1991). Full range leadership is a nine-factor leadership model that represents a comprehensive theory of leadership that includes transactional, transformational, and laissez-faire leadership. While much of the research on full range leadership tends toward transformational leadership, there are situations and contexts where transactional leadership and laissez-faire leadership can be effective, also.

The way leadership influences employee engagement is unique to each individual and depends upon context and the particular challenges and opportunities within an organization. Over the years, contingency theories of leadership and situational leadership theories have been useful in explaining the importance of context in the leader-follower relationship. Fiedler's (1958) contingency theory of leadership explains the effectiveness of leadership may depend upon the situation and how well the leader exerts influence and control over a particular group of people. Situational leadership focuses on the characteristics of followers and the different styles of leadership that can be effective in different work situations (Barker, 1992). Full range leadership is a framework of leadership skills that can be useful when the context of an organization requires leader agility in meeting the challenging demands of a changing work environment and differing needs of employees and work groups.

When a leader draws upon full range leadership skills based on the needs of followers, the style of leadership is not selected on the preference of the leader but rather on what employees need to be successful. A leader who flexes his or her style to meet the demands of the work environment exhibits varying degrees of each style of leadership depending on the needs of individual employees and work groups. An adaptable combination of leadership styles can be most effective for motivating the entire workforce (Antonakis et al., 2003; Avolio & Bass, 2004; Kanste et al., 2009; Yahaya & Ebrahim, 2016). Drawing upon full range leadership requires that today's leaders understand not only the transactional and transformational leadership mindset but also recognize when laissez-faire leadership may be appropriate for influencing and developing followers (Avolio, 2011).

TRANSACTIONAL LEADERSHIP

Transactional leadership has been characterized as a style of leadership utilized by leaders focused on rule following and protocols (Bass, 1985). Transactional leaders have been traditionally described as individuals who are primarily concerned with managing organizational behavior by giving directions, using rewards when tasks are completed properly, and reinforcing behaviors that will help followers continually achieve established goals (McGuire & Kennerly, 2006). In practice, transactional leaders help employees achieve favorable results by explaining job tasks and showing them how to meet objectives. Effective transactional leaders clarify performance expectations, offer feedback, and provide rewards when followers successfully meet objectives (Bass, 1985). The transactional leadership approach can be effective in a variety of circumstances; for example, transactional leadership can be appropriate when employees are performing transactional type work and when followers are new to the job or taking on new work tasks. Transactional leaders employ two types of transactions: constructive and corrective. Constructive transactions are used to clarify expectations and identify links between performance and rewards; corrective transactions are used to change behavior, cooperation, or attitudes (Whittington & Galpin, 2010). Transactional exchanges support employee development and encourage engagement when executed properly (Avolio, 2011).

There are situations and circumstances where transactional leadership can be the most effective approach for promoting employee engagement. Some employees appreciate the rules and protocols that are available for completing work tasks because it provides guidelines and assurances that they are performing satisfactorily. There are other instances where followers do not want to bear the burden or risks associated with taking greater responsibility and hesitate to make decisions on their own, preferring instead to perform standardized work and earn positive rewards for following orders (Zareen, Razzaq, & Mujtaba, 2015). In a study with first-line sales managers, Dey and Carvalho (2014) found employees preferred transactional leaders because rules and protocols are helpful for implementing action plans and coordinating administrative activities.

The transactional leadership approach is not as effective for encouraging employee engagement when employees are capable of self-initiated high performance or need greater flexibility for completing work tasks. Some jobs require more creativity and adaptability to solve novel or complex problems, therefore, rule following and strict protocols are less useful. The transactional leader can be challenging in this type of situation, and employees who are expected to follow rules may end up simply doing what the boss says to avoid punishment (Bass, Avolio, Jung, & Berson, 2003; Yayaya & Ebrahim, 2016). In these instances, the transactional leadership approach is neither likely to contribute to the growth and development of mature employees nor trigger their desire to perform extra-role behaviors (Ehrhart & Naumann, 2004; Yahaya & Ebrahim, 2016). It is important for leaders to understand the nature of work tasks as well as the needs of employees in order to encourage employee development and engagement on the job. The way leaders can make these determinations is by spending ample time with employees and listening to their comments, ideas, and suggestions. By doing so, the leader can determine when the employee is ready and willing to move toward more self-directedness where transformational leadership style may be beneficial.

TRANSFORMATIONAL LEADERSHIP

Transformational leadership is an influential style of leadership that motivates and inspires employees to perform beyond expectations (Bass, 1985; Fitzgerald & Schutte, 2010). Transformational leaders articulate a vision, provide appropriate role modeling, encourage the adoption of collective goals, communicate high expectations, provide individualized support, and display charisma (Podsakoff, MacKenzie, Moorman, & Fetter, 1990). Transformational leaders foster an environment where positive relationships develop between leaders and followers, which are motivational and mutually supporting (Whittington & Galpin, 2010). Transformational leaders appeal to follower ideals and moral values while inspiring employees to produce exceptional outcomes. There are four dimensions of transformational leadership including idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration.

Idealized influence occurs through the charismatic actions of transformational leaders (Bennett, 2009), which are considered rousing in nature and help to identify what is noteworthy and important in the organization (Gyanchandani, 2017). Idealized influence is a behavior that can be effective, especially when followers buy into the vision and have a desire to emulate the leader (Bacha & Walker, 2013). *Inspirational motivation* refers to the way transformational leaders motivate followers by inspiring them (Bennett, 2009; Salem, 2015). When followers are motivated by the idealized influence of their leaders, followers typically begin to imitate their leaders and engage in behaviors that align with the leader's vision. The capacity to inspire and motivate followers depends on the integrity of the transformational leader so it is important for transformational leaders to exhibit authenticity in what they say and do (Bacha & Walker, 2013). The leader who uses *intellectual stimulation* encourages employees to speak up and address problems by thinking differently (Yaslioglu & SelenayErden, 2018). Transformational leaders encourage employee engagement through intellectual stimulation by questioning assumptions or current traditions, reframing problems, approaching existing situations from a fresh perspective, and encouraging creativity (Bennett, 2009). Transformational leaders are willing to take risks, and they solicit follower input (Salem, 2015). *Individualized consideration* refers to the extent to which transformational leaders give special attention to specific developmental needs of employees. When transformational leaders give individualized consideration to employees, the leader serves as a mentor or coach and listens to the concerns of followers (Salem, 2015). Followers who are treated individually tend to be happy and satisfied with their work, express their opinions, and perceive the leader as fair (Bacha & Walker, 2013).

Transformational leaders use idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration to create an atmosphere that encourages employee engagement by showing respect for employees, valuing follower opinions, and following up with employees to determine how they are progressing. When transformational leaders gain the trust of followers, they create a safe space where employees have freedom of self-expression. Transformational leadership fosters a culture where employees begin to see the mission and goals of the organization as tied to their own future and success (Avolio, 2011), which helps to facilitate higher levels of employee engagement.

There are various studies linking transformational leadership style with employee engagement. Popli and Rizvi (2015) conducted a study on transformational leadership and employee engagement and reported that leadership style directly influenced employee engagement. Likewise, Zhang, Avery, Bergsteiner, and More (2014) report a leader's visionary paradigm influences employee engagement. Avolio (2011) explains transformational leaders stimulate new ways of thinking and solving problems thus encouraging employees to contribute extra effort and achieve high performance. Some people believe transformational leadership is the best style of leadership for developing and maintaining employee engagement because

Applying the Full Range of Leadership

it affords the employee the opportunity to thrive, develop feelings of purpose, belonging, and growth (Maylett & Warner, 2014)

LAISSEZ-FAIRE LEADERSHIP

Over the years, laissez-faire leadership has been characterized as a negative style of leadership often depicting the leader as someone who avoids decision making, disregards problems, rarely intervenes, is indecisive, lacks leadership responsibility, and does not contribute to the growth of followers (Yahaya & Ebrahim, 2016; Yukl, 2010; Gill, 2006; Northouse, 2007; Sadler, 2003). Laissez-faire leadership has been associated with an avoidant style of leadership with a negative influence on employees; yet, Yang (2015) argues, “this conventional view is biased from the start as it is burdened with the concept that laissez-faire leadership is non-strategic and therefore implies negative consequences” (p. 1246). In descriptions of transactional and transformational leadership, the involvement, presence, and attentiveness of leaders represents key features of these styles; yet, there are instances where laissez-faire leadership style of non-involvement may be viewed positively as a sign of trust and respect allowing employees to develop autonomy and self-control (Yang, 2015).

Laissez-faire leadership is most effective when followers are highly skilled, competent, motivated, and able to work independently (Hersey & Blanchard 1984; Zareen, Razzaq, Mujtaba, 2015; Eagly, Johannesen-Schmidt, & van Engen, 2003). Laissez-faire leadership can also be appropriate in situations where a large number of simple and routine decisions need to be made under a framework of pre-determined rules and regulations or when professional employees are well versed in their jobs and do not need continual supervision or support from managers. Using a laissez-faire leadership style prevents micromanaging and gives employees the opportunity to manage their time, meet deadlines, work independently, and align their objectives with organizational goals (Eagly et al., 2003). Leaders need to know when to provide direction and when it is best to delegate decision-making and responsibility to followers thus empowering them to work towards accomplishing tasks autonomously. Laissez-faire leadership encourages an environment of self-direction. When employees believe they have control over their work, their intrinsic motivation is enhanced through feelings of autonomy (Humphrey, 2012; Ryan & Deci, 2000). Laissez-faire leadership raises expectations for followers to take ownership of their work, allowing them the opportunity to learn and develop the capacity to further their personal and organizational success (Zareen et al., 2015; Eagly et al., 2003).

Knowledgeable and experienced employees willing to work autonomously tend to be more highly engaged in their work. This level of engagement further contributes to the level of pride and commitment employees demonstrate in their work. Employees with control over their work tend to demonstrate stronger levels of engagement (Xu and Cooper-Thomas, 2011). Employees who are given freedom and decision-making control may be more likely to feel trusted and view their supervisors as supportive. These positive impressions boost an employee’s engagement. However, laissez-faire leadership style is not appropriate when followers are inexperienced, lack necessary knowledge and expertise, or are unable or unwilling to make decisions independently (Zareen et al., 2015). The leader may have a goal of developing a talented, mature workforce that thrives under laissez-faire leadership, but achieving this goal requires dedication to ongoing employee development and employee engagement to help employees reach these high levels of performance.

RECOMMENDATIONS

The first step in the process of developing an employee engagement initiative is a diagnosis of the communication in the organization. The leader needs to take a thorough assessment of the communication culture and climate of the organization. One way to get started with the process is by making informal observations of the way employees interact with one another, with customers and clients, and with the leaders of the organization. The way people communicate in organizations is largely influenced by the effectiveness of leadership communication and the psychological safety that people experience in the workplace. Followers, invited to share their ideas with belief that their contributions are genuinely valued, tend to view their leaders as effective and open up more readily (Goldsmith & Morgan, 2004). In contrast, leaders who dominate conversations and shut down employee voice tend to diminish performance (Tost, Gino, & Larrick, 2012). Quaquebeke and Felps (2018) refer to this process as respectful inquiry where leaders relinquish control and allow employees to express their concerns or ideas, listen to responses thus indicating trust and confidence in followers, and engage in dialog with employees to enhance understanding, which gives followers a sense of belonging and togetherness. Leaders need to determine the extent to which they are respectful in their communication style with employees. If leaders discover they are not asking questions, not listening to responses, or failing to engage in a back and forth conversation with employees in fruitful dialog, this is the first place to begin making improvements.

Once open communication between leaders and followers is established, leaders need to continue diagnosing. The next level of diagnosis involves the needs of employees on the job and their self-directedness. Using Grow's (1991) self-directed learning model, which aligns with situational leadership theory, leaders can determine the extent to which employees are dependent, interested, involved, and self-directed. Employees who are dependent need clear directions, and they expect leaders to be competent and capable of telling them exactly what to expect and how to accomplish their work. Followers who are interested seek motivation from their leaders and may expect leaders to fully explain and sell them on ideas. Workers who are involved are typically confident in their work but expect their leaders to collaborate with them on the job. Individuals who are self-directed generally want to set their own goals and create a path toward those goals. Self-directed people expect their leaders to be available for consultation. Determining the extent to which employees are self-directed is useful for leaders as they select the style of leadership that will be beneficial to employees in various stages of development.

There can be challenges associated with opening up opportunities for employee development and employee engagement. For example, some employees may be disengaged and give leaders very little comfort when initially engaging in change initiatives. In these cases, leaders may experience frustration or believe there is little that can be done to change the level of commitment and enthusiasm that employees have toward their jobs. Rather than giving up, leaders can shift their focus to communication and diagnosis activities that will help to restore trust in leader-follower relationships, open communication channels, and offer employee development opportunities. Progress at first may be slow, but persistence with respectful inquiry can yield tremendous benefits with consistent practice.

Different work units and departments within an organization may also have different preferences and expectations for leaders as well as collective tendencies ranging from dependent work styles to self-managed work teams. Some groups of employees will need to be directed by a transactional leadership approach while others will benefit by being inspired and motivated through transformational leadership. In instances where there are mature employees with the capacity to work in a self-directed way, leaders can take a more *laissez-faire* stance. Yet, even with an initial diagnosis, leaders need to be cognizant of

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the ongoing changes in employee maturity and self-directedness. It is important for organizational leaders to avoid an over-commitment to a particular style of leadership. In other words, leaders need to be adaptable and flexible and select their approach based on what benefits others rather than on the approach they are most comfortable or the approach that worked with employees in the past. Effective leaders need the freedom of self-expression to move seamlessly from one style to another to fit the context, and it is critical for leaders to base their leadership style on the needs of employees and the organization. Full range leadership requires diligent perception and diagnosis; otherwise, shifting from one behavior to another will be perceived as erratic and will undermine trust and confidence. When leadership style matches employee needs, it serves as a support resource for employees.

FUTURE RESEARCH DIRECTIONS

As more and more organizational leaders grapple with how to remain competitive and sustain operations, the importance of employee engagement will continue to grow. Practitioners have demonstrated the economic impact of engagement activities on intention to quit and turnover. Scholars may find these examples beneficial for conducting empirical studies to test models of full range leadership, employee development, and employee engagement to gain deeper theoretical insights. Future research focused on a wider range of employee outcomes and performance indicators will also be beneficial for extending the application of the agility of leaders to flex in their use of transactional, transformational, and laissez-faire leadership styles and their influence on organizational outcomes.

While individualized consideration has typically been associated with transformational leadership, it can be argued that leaders who utilize full range leadership styles are continually demonstrating individualized consideration. Future researchers may find it beneficial to examine individualized consideration in greater depth to determine how powerfully this behavior influences the capacity of leaders to remain adaptable and flexible in order to use the full range of leadership over the longer term.

CONCLUSION

In the competitive landscape within which organizations operate, sustainable success is often achieved through discretionary, extra-role behaviors performed by employees who are engaged. Engaged employees help differentiate an organization through dedicated service as well as through creative and innovative action to solve problems. Due to the importance of dedicated and committed employees, today's leaders are more concerned than ever with finding effective methods for developing and maintaining employee engagement in the workplace. Levels of employee engagement are somewhat dynamic and subject to change as individuals, work units, and the organization experience shifting demands and increased performance requirements on the job; therefore, leadership influence also needs to remain dynamic and requires leaders to approach their work with agility and flexibility.

The leadership competence needed to keep pace with the rapidly changing marketplace is leadership agility, meaning the capacity to make observations, learn quickly, and craft new responses to the needs of organizational stakeholders, including employees (Glassman & Whithall, 2018). While there are many different ways that leaders can develop their agility, the focus of this chapter has been on the use of leadership style to influence employee development and employee engagement. More specifically,

the focus on full range leadership theory has provided a framework of skills that leaders can develop and use to meet the changing and diverse needs of the workforce and the organization.

Full range leadership theory includes the use of transactional, transformational, and laissez-faire leadership. In this chapter, we have proposed that leaders need to develop their capacity to purposely select their style of leadership based upon the needs of followers and the context of the organization. When leaders match their leadership style to the unique differences of employees and situations, employees tend to perceive their leaders as supportive. Followers who are supported and encouraged have a tendency to willingly engage in employee development activities, authentically express themselves in their work roles, and commit to their organizations. A workforce that is engaged is superior to one that is disengaged, and engaged employees represent a valuable resource and competitive advantage for an organization. Today's leaders can use the full range of leadership to develop followers and encourage employee engagement thus enhancing overall effectiveness of the organization.

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KEY TERMS AND DEFINITIONS

Employee Development: Training and educational opportunities for employees that provide opportunities and experiences that benefit individual employees as well as the organization.

Employee Engagement: The level to which employees are involved and committed to their role within an organization.

Full Range Leadership: The capacity of a leader to draw upon transformational, transactional, and laissez-faire leadership behavior as necessary for employees and the organization.

Laissez-Faire Leadership: A leadership style where followers are granted full autonomy and decision-making power.

Leadership Development: The process of acquiring effective leadership behaviors.

Transactional Leadership: A leadership style that directs employee behavior and rewards successful completion of tasks.

Transformational Leadership: A leadership style that elicits trust and mutual support where leaders are role models and strive to make work tasks challenging and meaningful for followers.

Chapter 8

Mindfulness as an Antecedent of Work Engagement: Impact of Demographic Factors in the Relationship Between Mindfulness and Work Engagement

Gül Selin Erben
Beykent University, Turkey

ABSTRACT

Today, many organizations look for more loyal, committed, and engaged employees. Employee engagement has two dimensions, which are work engagement and organizational engagement. In this chapter, the moderating effect of demographic variables in the relationship between mindfulness and work engagement is examined. Mindfulness is a concept which has its roots in Buddhism. Mindfulness is defined as a state of mind that enables an individual to be here and now with his/her full potential. This study aims to find the impact of demographic factors (gender, age, educational background, income, marital status) in the relationship between mindfulness and work engagement. Thus, the research question of this study is, Does the relationship between mindfulness and work engagement differ according to demographic factors such as sex, age, educational status, marital status, income level? In this study, quantitative research methodology will be used. In order to answer the research question, survey tool is applied to 142 white collar employees working in Istanbul at different sectors.

INTRODUCTION

Today, many organizations look for more loyal, committed and engaged employees. Engaged employees have been shown to be more happy and productive (Rich, B. L., LePine, J. A., & Crawford, E. R., 2010) Other workplace related positive outcomes of work engagement are increased organizational performance, job satisfaction and commitment (Geldenhuis, Laba, & Venter, 2014; Sorenson, 2013).

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Mindfulness as an Antecedent of Work Engagement

Mindfulness is a set of mind which enables an individual to be here and now with his/her full potential. The concept has its roots from Buddhism. Kabat-Zin (1990) is one of the researches who have studied the concept of mindfulness in a scientific way. He has defined mindfulness as “a particular way of paying attention. It is a way of looking deeply into oneself in the spirit of self-inquiry and self-understanding”(Kabat-Zinn,1990,p.12). Moreover he defined mindfulness as an awareness that arises through paying attention, on purpose and non-judgmentally in the present moment.

Several personal resources, as antecedents of work engagement, have been identified and empirically investigated, such as coping style and being problem focused (Rothmann & Storm, 2003), and self-efficacy, optimism, organizational self-esteem, and resilience (Bakker, Gierveld, & Rijswijk, 2006, cited in Bakker, 2009; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). More recent studies have investigated the role of psychological capital (PsyCap), self-leadership, and mindfulness in work engagement (Leroy, Anseel, Dimitrova, & Sels, 2013; Malinowski & Lim, 2015; Shaoping, Huachun, & Yongheng, 2015; Tabaziba, 2015). However, this study aims to explore the effect of mindfulness on work engagement in the Turkish context. There is no specific study which examines the effects of demographics on the relationship between mindfulness and work engagement. Within this framework this study has two research questions;

RQ1: Is there any relationship between mindfulness and work engagement?

RQ2: Do demographics moderate the relationship between mindfulness and work engagement?

MINDFULNESS

The term “mindfulness” is defined as “paying attention in a particular way; on purpose, in the present moment, and non- judgmentally” (Kabat-Zinn, 1994, p.4). This conceptualization structured the Mindfulness Based Stress Reduction program (Kabat-Zinn, 1994). Different opinions and arguments have been done on the dimensions of the mindfulness. While Brown and Ryan (2003) referred to mindfulness as a one-dimensional construct, Bishop et al. (2004) described mindfulness as a two-dimensional construct, comprising self-regulation of attention and orientation to experience.

Mindfulness is a set of mind which enables an individual to be here and now with his/her full potential. The concept has its roots from Buddhism. Kabat-Zin (1990) is one of the researches who has studied the concept of mindfulness in a scientific way. He has defined mindfulness as “a particular way of paying attention. It is a way of looking deeply into oneself in the spirit of self-inquiry and self-understanding” (Kabat-Zinn, 1990, p.12).

Many disciplines such as psychology and socio-psychology have been interested with the concept of mindfulness since it has many health related beneficial such as sleep quality and sleep durations (Hülshager et al., 2014) and cognition (Zeidan et al., 2010). Moreover, in organizational psychology research, significant relationships were found between mindfulness and emotion regulation, emotional exhaustion and job satisfaction (Hülshager, Alberts, Feinholdt & Lang, 2013), vitality, sleep quality and work-family balance (Allen & Kiburz, 2012), and safety behavior (Zhang & Wu, 2014). Mindfulness was found negatively associated with deviance and emotional exhaustion (Reb, Narayanan, & Ho, 2015).

As Brown et al. (2007) stated mindful state of mind has several qualities: Being in a mindful state, involves bare attention to everything that enters awareness. Secondly, being in a mindful state is directly related with being at the present moment. Mindful individuals do not carry future worries, anxieties

and they do not stuck on the past. Lastly, mindful state of mind enables individuals to be flexible and adaptive to everything taking place in the here and now.

There are several studies in the field of organizational/industrial psychology that focused on the positive outcomes of mindfulness. Work engagement, ethical behavior, is one of the positive outcomes of being mindful.

According to the JD-R model of work engagement (Bakker & Demerouti, 2008; Demerouti et al., 2001), the work environment, in terms of resources and demands, is particularly relevant to determine how engaged employees are in their work. Resources can be job characteristics or individual characteristics, also referred to as job and personal resources, respectively (Bakker & Demerouti, 2008). Research of work engagement has found both to be important predictors of employees engagement at work, owing to their motivating potential (e.g., Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007; Hakanen et al., 2006; Weigl et al., 2010; Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007; Xanthopoulou et al., 2009).

In the relevant literature there is only one study which studied the effect of demographic factors on the level of mindfulness (Ahmadi, 2016, "Mindfulness among Students. The Impact of Faculty and Demography in Malaysia) . This study aims to find out the impact of demographic factors (Gender, age, educational background, income, marital status) in the relationship between mindfulness and work engagement.

Conceptualization of Employee Work Engagement

Since 1998's, Positive Psychology has started to dominate the literature and practice in Industrial Psychology. Positive Psychology underlines the importance of wellness, wellbeing of the employees by emphasizing the positive aspects of the traits and attitudes. The science of psychology has been dealing with the psychological pathologies, disorders for many years.. Therefore, the potential positive resources of the individuals and concepts such as hope, resilience, optimism and in general the pursuit of happiness were neglected (Seligman, 2002). According to Seligman, the questions that should be asked are; how happiness is achieved? How one can be successful? How can we enhance the potentials of individuals? How can we make employees more motivated and productive? (Turgut, 2010).

Industrial psychology discipline has been studying negative attitudes and behaviors such as alienation, absenteeism, work exhaustion, turnover for many years. However starting from 1998's instead of focusing on the negative behavior and attitudes of the employees, concepts such as happiness at workplace, employee engagement, organizational commitment and organizational citizenship behavior have entered the zone of industrial psychology discipline and studies with the effect of positive psychology. Kahn has defined engagement as personal engagement. "*Kahn (1990) introduces the scholarly definition of engagement, arguing that engaged workers apply themselves to their work—physically, cognitively, and emotionally during role performance* (p. 692)." In contrast, disengaged workers become withdrawn and defensive. Kahn also defined psychological conditions of engagement: meaningfulness, safety, and availability. Meaningfulness is the degree to which workers invest themselves into their role performances and experience a return on that investment, such as feeling valued by the employer. Safety implies that the employee feels comfortable to show the self without negatively impacting the self-image, status, or career. Availability is the worker's belief that he or she has the physical, emotional, and cognitive resources to engage the self in work.

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Employee engagement has two dimensions which are work engagement and organizational engagement. Work engagement topic has become a core phenomenon of Organizational Psychology (Bakker et.al.,2008) for a very long time. Schaufeli et. al (2002, p.74) has defined work engagement as “ a positive, fulfilling, work related state of mind that has 3 sub dimension which are; dedication, vigor and absorption. Vigor refers to employees’ high effort investment, mental resilience and perseverance at work. Secondly, dedication indicates high levels of job involvement and the experience of meaningfulness, enthusiasm, inspiration, pride and challenge toward work. And finally, third dimension “absorption” refers to being fully immersed in one’s work, such that time goes by fast and one has difficulties to psychologically detach from work during non-work time.

The first study that distinguished the work engagement and organization engagement separately was conducted by Saks (2016). Saks argues that work role, and individuals’ attachment to the organizations differ and organizational engagement is explained by using Social Exchange Theory. SET explains the relationship between the employee and the organization, by underlying the exchange between the parties. When employees receive economic, social, socio-emotional resources from the company, they feel themselves obliged to give back to the company. Saks (2006) declare that employees repay to the organization with their level of engagement, dedicating their mental, physical and emotional resources based on their assessment of what the employer has offered them.

Saks (2006) has made a distinction between work and organizational engagement. He has studied work and organizational engagement separately and has explained Organizational engagement with/via Social Exchange Theory. Within the framework of this theory, organizational engagement is explained as employees’ dedication to the organization in return to the socioemotional and economic resources that he/she receives. The reciprocity rule is the underlying mechanism in this relationship. On the other hand, work engagement is explained as a fulfilling, work-related state of mind which is not directed specifically at any work place object, event, individual or behavior. (Schaufeli et al. 2002). They proposed that work engagement has 3 factors, vigor, dedication and absorption. *Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties. Dedication is characterized by a sense of significance, enthusiasm, inspiration, pride and challenge.*

In this study, work engagement will be studied as the consequence of mindfulness and the differences with respect to some demographical factors.

As stated by Schaufeli et al. (2002) work engagement has three sub-dimensions; vigor, dedication and absorption. Vigor is defined in relation with motivation. Vigor is the amount of energy and mental resilience which one has, to fulfill a task or accomplish a goal. Thus, vigor is evaluated as a motivational concept (Salonova et al.,2005). Motivation is the sum of external and internal factors which stimulate a desire and energy in people to be continually interested and committed to a job, role or subject, or to make an effort to attain a goal.

Dedication is a strong commitment to one’s job. Dedication refers to being strongly involved in one’s work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. (Schaufeli et al., 2002a,2002b). Dedication (work engagement) and job involvement are two different concepts which seem almost same. However, among other differences, the most important difference between these two concepts is that, while work engagement is related with the wellbeing of the individuals, job involvement does not have to be related with wellbeing. Work engagement was studied as a subject of health psychology and it was seen as the opposite of burnout. The studies of the Hallberg and Schaufli (2006) had revealed that work engagement is a state of wellbeing. (Turgut, 2010)

The third dimension of work engagement is named as absorption. Absorption refers to the intensity of focus on one's role (Goffman, 1961; Kahn, 1990). One of the items which measures absorption dimension is "I am carried away when I'm working" (Saks, 2006).

Other statements that define absorption are ; "I am immersed in my work", "It is difficult to detach myself from my job", "I feel happy when I am working intensely". (UWES). So, this dimension is about the extent to which the individual is immersed to his/her task while working.

Possible Antecedents and Consequences of Work Engagement

Work engagement is positively associated with job characteristics that might be labeled as resources, motivators or energizers, such as social support from co-workers and one's superior, performance feedback, coaching, job autonomy, task variety, and training facilities (Demerouti et al., 2001; Salanova et al., 2001, 2003; Schaufeli, Taris & Van Rhenen, 2003; Schaufeli & Bakker, in press)

Moreover, work engagement is positively related with self-efficacy (Salanova et al., 2001), whereby it seems that self-efficacy may precede engagement as well as follow engagement (Salanova, Bresó & Schaufeli, 2003). This means that an upward spiral may exist: self-efficacy breeds engagement, which in its turn, increases self-efficacy beliefs, and so on. In a similar vein, a recent unpublished study among students showed that previous academic performance (i.e., the student's GPA as taken from the university's computerized student information system) correlated positively with engagement (Waegenmakers, 2003)

Findings (Waegenmakers, 2003) show that job characteristics were the leading work characteristic variables in predicting overall work engagement and each of its dimensions. Perceived organizational support was the next leading predictor of overall work engagement, dedication, and absorption. Vigor was predicted differently by work characteristics: procedural justice was a significant predictor of vigor but POS was not significant. Commitment added predictive value to both overall engagement and each of its dimensions.

The possible consequences of work engagement pertain to positive attitudes towards work and towards the organization, such as job satisfaction, organizational commitment, and low turnover intention (Demerouti et al., 2001; Salanova et al., 2000; Schaufeli & Bakker, in press; Schaufeli, Taris & Van Rhenen, 2003), but also to positive organizational behavior such as, personal initiative and learning motivation (Sonnentag, 2003), extra-role behavior (Salanova, Agut & Peiró, 2003), and proactive behavior (Salanova et al., 2003). Furthermore, there are some indications that engagement is positively related to health, that is, to low levels of depression and distress (Schaufeli, Taris & Van Rhenen, 2003) and psychosomatic complaints (Demerouti et al., 2001). Finally, it seems that work engagement is positively related to job performance.

The Conceptualization of Mindfulness as an Antecedent of Work Engagement

Mindfulness is a term which is originated from Buddhism. The concept has different referents in Buddhism and clinical psychology. In Buddhism, it involves the practice of meditation and in clinical psychology it emphasizes focusing one's attention in a non-judgmental way on present moment experience Kabat-Zinn, 1994). Mindfulness is described as a non-elaborative, non-judgmental, present-centered awareness in which each thought, feeling, or sensation that arises in the attention field is acknowledged and accepted as it is". (Kabat-Zinn, 1990; Segal, Williams, & Teasdale, 2002). It can be conceptualized as an intrinsic capacity of consciousness that can be approached at the between-person (trait) and at the within-person

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(state) level (Hülshager et al., 2013). In addition to being a dispositional feature, mindfulness is also induced and cultivated by some training programs (Brown & Ryan, 2003; Kabat-Zinn, 2003). The outcome of such training program is developing a state of mindfulness. In this study, mindfulness will be evaluated as a trait/dispositional factor. At work place, employees are exposed to several demands and challenges. According to Job-Demands-Resources theory, employees cope with these demands and challenges by individual resources or job characteristics. The JD-R model was first published by Demerouti et al., (2001) in order to understand the antecedents of burnout. Job demands were seen as possible antecedents of burnout. Job demands are “*physical, social or organizational aspects of the job that require sustained physical or mental effort and therefore associated with certain physiological and psychological costs*” (Demerouti et al., 2001, p.501). On the other hand, job resources are defined as “those physical, social and organizational aspects of the job that may do any of the following: a) be functional in achieving work goals b) reduce job demands and the associated physiological and psychological costs; c) stimulate personal growth and development (Demerouti et al., 2001, p. 501). Feedback, autonomy, meaningful work and social support are examples of resources. At first, JD-R Model was proposed to understand the antecedents of burnout. However, with the effect of positive psychology the model sought to understand the antecedents of work engagement which is the positive counterpart of burnout. The early version of JD-R Model only considered the work environment and job characteristics as resources. The revised version of the JD-R Model included the personal resources to the model as well. “*Personal resources are the psychological characteristics of the self that are generally associated with resiliency and that refer to the ability to control and impact one’s environment successfully*” (Schaufeli & Taris, 2014, p. 49). Resiliency, self-efficacy, self-worth can be some examples of personal resources. Social Cognitive Theory (Bandura, 1997) proposes that personal resources (like self-efficacy, locus of control, self-esteem) shape the way how people perceive their environment and react to it.

Xanthopoulou et al. (2007) showed that job resources mediated the relation between personal resources (i.e., self-efficacy, optimism, and organizational based self-esteem) and work engagement. Within this framework, mindfulness is evaluated as a personal resource which can affect the level of work engagement of the employees. As stated earlier, there are scientific studies which reveal that mindfulness has been health related beneficial such as sleep quality and sleep durations. Moreover, in the literature of industrial psychology, significant relations were found between mindfulness and emotion regulation, job satisfaction (Hülshager, Alberts, Feinholdt & Lang, 2013) and work-family balance (Allen & Kiburz, 2012).

As Brown et al. (2007) stated mindful state of mind has several qualities: Being in a mindful state, involves bare attention to everything that enters awareness. Secondly, being in a mindful state is directly related with being at the present moment. Mindful individuals do not carry future worries, anxieties and they do not stuck on the past. Future worries for employees might be some career concerns- such as opportunity for promotion- or probability of getting fired or the possible negative outcomes of a new supervisor or manager. The ones with higher mindfulness levels would not stuck on negative past experiences and would not have anxieties about their future career.

JD-R model explains work engagement with respect to the resources and demands at the work place environment (Bakker & Demerouti, 2008; Demerouti et al., 2001). As proposed by the JD-R model (Bakker et al., 2007; Demerouti et al., 2001; Schaufeli et al., 2004), exhaustion (in the long-term leading to burnout) and work engagement are outcomes of job demands (JD)(e.g. work pressure, emotional demands, etc.) and job resources (JR) (e.g. autonomy, social support, etc.). The results of the research on work engagement show that employees are more energetic, enthusiastic and immersed in their job when more resources are available (Master thesis, Fransizka Depenbrock). Here, mindfulness can be

evaluated as a personal resource. Personal resources are aspects of self that refer to an “individual’s sense of his or her ability to control and impact their environment successfully (Hobfoll, Johnson, Ennis, & Jackson, 2003).). There are not so many researches that investigate mindfulness as a personal resource work engagement. Yet, empirical studies by organizational scholars of mindfulness in the workplace are only now starting to emerge (e.g., Dane & Brummel, 2013; Hyland, Lee, & Mills, 2015; Malinowski & Lim, 2015). Leroy et al. (2013) and Malinowski and Lim (2015) find that mindfulness – being ‘fully there’ in the present moment, open and attentive – is positively related to work engagement because it promotes heightened states of involvement and wakefulness and strengthens personal resources. Workplace mindfulness differs from ‘work engagement’, however, because work engagement implies affective qualities. It refers to the degree to which an employee’s attention is focused on a broad span of events unfolding in the workplace (Dane & Brummel, 2013). Depenbrock (2014) argues that mindfulness is positively related to work engagement because it helps employees to make good use of the resources they need to be active and involved at work.

H1: Mindfulness will significantly predict work engagement.

In the relevant literature, the effect of mindfulness on positive work related outcomes were examined by several scholars. (Hülshager et al, 2014; Marzuq&Drach-Zahavy, 2012; Klatt, Buckworth, Malarlkey, 2009; Wolever et al., 2012, Allen& Kiburz, 2012) . However, there is still scarce resource about the positive effects of mindfulness on work related outcomes in the domain of organizational/ work psychology.

Thus, in this study the relationship between mindfulness and work engagement is examined. Moreover the moderating effect of the demographic factors such as age, gender, and marital status, position in the company and tenure in Turkey/İstanbul is analyzed.

The Effect of Demographic Factor on the Relationship Between Mindfulness and Work Engagement

Since, in this study, mindfulness is evaluated as a dispositional –trait like feature, it is worth to examine the role of demographics (personal information) in the relationship of mindfulness and work engagement as well. Several studies have shown that the effect of mindfulness on some work related outputs differ according to education level, age and job experience (Karacaoğlan, 2015). In Karacaoğlan’s study, the results reveal that as the level of education increases the mindfulness of the employees increase. Moreover, there is positive relationship between age, job experience and mindfulness of the employees (Karacaoğlan, 2015). In another study, gender found to have a significant effect on mindfulness as men scored higher compared to women (Çatalsakal, 2016)

In this study, one of the research questions is whether demographics have any significant effect on the relationship between mindfulness and work engagement.

RESEARCH DESIGN

This study is an explanatory study which tries to understand and examine the cause and effect relation between mindfulness and work engagement. In this study quantitative research method was used. In

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order to test the hypothesis and the research question, survey method was applied to collect data. Surveys were distributed via email and using other social medias.

Sample

In this study, convenient sampling method is used. The questionnaires were distributed to 200 white color employees. 148 questionnaires were returned with % 74,5 return ratio. Online questionnaires were distributed via e-mail and different social media instruments. The % 64,9 of the participants are female and %34,5 of them are male. % 45,3 of the participants are married whereas % 50,7 are single. The average tenure of the participants are 11,7 years and %41 of the participants hold university degree. The detailed demographic characteristics of the participants are shown in Table 1.

Measures

In this study, The Mindfulness Attention and Awareness Scale is used to measure the mindfulness level of the participants. MAAS measures both trait and state mindfulness, and was developed by Brown & Ryan (2003). Among 11 mindfulness scale, MAAS is the one with the highest quality with respect to four criteria which are content validity, reliability, construct validity and criterion-related validity(Qu, Dasborough and Todorova, 2015). The MAAS is a 15-item, self-report, single-factor scale measuring day-to-day experiences of being attentive and aware of the present moment. The items are rated on a 6-point scale (1 = *Almost always*; 5 = *Almost never*). Internal consistency estimate of the MAAS was reported to be .82 by Brown and Ryan (2003). In this study, employee work engagement was assessed by UWES-Utrecht work engagement scale (Schaufeli, Salanova, et.al, 2002). The original scale has three factors named as vigor, dedication, absorption. 17 items are scored on a 6 point scale ranging from –totally agree” and –totally disagree”.

In this study MAAS had a quite acceptable reliability value of the mindfulness scale has found to be .705. The results of the factor analysis of UWES-Utrecht Work engagement scale revealed three factors as the original scale. However, 2 items were deleted because of the low factor loadings. As a result, three factors are named as Dedication, Absorption and Vigor.

Procedure

The aim of this study is to find out whether being mindfulness is an antecedent of work engagement. Moreover, the testing the moderating effect of demographics between these two variables is another objective of this paper. In order to find answers to these questions quantitative research methodology is used in this study. Survey tool was chosen for data collection. 300 surveys were distributed via internet and 152 surveys were received with a response rate %51. SPSS 22. is used to analyze the data and to test the hypothesis. First, factor analysis and reliability tests were conducted to the scales that were used. Correlation analysis was conducted to find out the relations between variables. After that, simple regression and hierarchical regression were conducted to test the hypothesis.

FINDINGS

Demographical Analysis

The demographical features of the data are shown in Table 1.

Correlations of the Variables

As a result the correlation analysis of the variables it can be seen that there is a significant (Tablee2) correlation between mindfulness and engagement. Although the coefficient of this correlation is low, regression analyses is conducted to test the hypothesis.

Table 1. Sample demographic

Demographical Characteristics	N	%
Gender		
Female	96	64,9
Male	51	34,5
Education	F	%
Elementary	----	----
High	1	0,7
University	62	42,2
Master	53	36,1
Doctorate	31	21,1
Marital Status	F	%
Single	75	50,7
Married	67	45,3
Other (divorced etc.)	5	3,4
Income	F	%
1800-2800	30	20,3
2801-3800	19	12,8
3801-4800	32	21,6
4801-5800	14	33,8
5800-	50	
Sector	F	%
Manufacturing	35	23,6
Service	87	58,8
Retail	7	4,7
Finance	9	6,1

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Table 2. Correlation of variables

		Total Tenure	Current Tenure	Engagement	Engagement Factor1	Engagement Factor2	Engagement Factor3	Mindfulness	Mindfulness Factor1	Mindfulness Factor2
Total Tenure	Pearson Correlation	1	,553**	,255**	,240**	,149	,246**	,155	,115	,139
	Sig. (2-tailed)		,000	,003	,005	,081	,004	,073	,184	,105
	N	138	136	137	137	138	138	134	135	137
Current Tenure	Pearson Correlation	,553**	1	,189*	,133	,203*	,233**	,025	-,024	,060
	Sig. (2-tailed)	,000		,029	,125	,018	,006	,773	,788	,486
	N	136	136	135	135	136	136	132	133	135
Engagement	Pearson Correlation	,255**	,189*	1	,931**	,787**	,709**	,185*	,174*	,132
	Sig. (2-tailed)	,003	,029		,000	,000	,000	,029	,039	,116
	N	137	135	144	144	144	144	140	141	143
Engagementfactor1	Pearson Correlation	,240**	,133	,931**	1	,595**	,526**	,224**	,221**	,154
	Sig. (2-tailed)	,005	,125	,000		,000	,000	,008	,008	,065
	N	137	135	144	145	144	145	141	142	144
Engagementfactor2	Pearson Correlation	,149	,203*	,787**	,595**	1	,467**	,003	-,012	,014
	Sig. (2-tailed)	,081	,018	,000	,000		,000	,975	,887	,865
	N	138	136	144	144	145	145	141	142	144
Engagementfactor3	Pearson Correlation	,246**	,233**	,709**	,526**	,467**	1	,070	,035	,074
	Sig. (2-tailed)	,004	,006	,000	,000	,000		,409	,681	,378
	N	138	136	144	145	145	146	142	143	145
Mindfulness	Pearson Correlation	,155	,025	,185*	,224**	,003	,070	1	,813**	,853**
	Sig. (2-tailed)	,073	,773	,029	,008	,975	,409		,000	,000
	N	134	132	140	141	141	142	144	144	144
Mindfulness factor1	Pearson Correlation	,115	-,024	,174*	,221**	-,012	,035	,813**	1	,391**
	Sig. (2-tailed)	,184	,788	,039	,008	,887	,681	,000		,000
	N	135	133	141	142	142	143	144	145	144
Mindfulnessfactor2	Pearson Correlation	,139	,060	,132	,154	,014	,074	,853**	,391**	1
	Sig. (2-tailed)	,105	,486	,116	,065	,865	,378	,000	,000	
	N	137	135	143	144	144	145	144	144	147

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Factor Analyses

Results of the factor analysis of the mindfulness scale, 8 items were deleted because they have coefficients lower than .50. After deleting those items, two factors were drawn as a result of confirmatory factor analysis.

The Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2002) has been designed to measure work engagement according to the three dimensions described above. Vigor, dedication and absorption are assessed by six, five and six items respectively. This 17-item scale, known as UWES-17, has been validated and utilized extensively in a number of countries (Bakker et al., 2008). Work engagement was measured using the UWES-17 (Schaufeli et al., 2002). The UWES-17 is a 17-item self-reporting questionnaire that includes three subscales: vigor (six items, e.g. 'I am bursting with energy in my work'), dedication (five items, e.g. 'My job inspires me'), and absorption (six items, e.g. 'I feel happy when I'm engrossed in my work'). All items were scored on a seven-point frequency rating scale ranging from 0 (never) to 6 (every day). In this study, the results of the factor analysis revealed 3 dimensions as the original scale. However, the distributions of items to these dimensions differ from the original scale. Results of the factor analysis and reliability analysis are shown in Table 3 and Table 4.

Results of the Hypothesis Tests

In order to test the hypothesis simple regression analysis was conducted. Result of the simple regression analysis revealed that awareness sub dimension of mindfulness significantly predicts dedication sub dimension of work engagement. %24 of the variance in dedication is explained by awareness sub dimension of mindfulness.

Table 3. Result of factor analysis of mindfulness scale

Factors	Loading	Factor Variance %	Cronbach Alpha
Factor 1 Awareness		%36,903	.558
1.I could be experiencing some emotion and not be conscious of it until some time later.	,720		
7.It seems I'm running on automatic without much awareness of what I'm doing	,683		
10. I do jobs or tasks automatically without being aware of what am I doing	,810		
Factor 2 Attention		%16,984	.724
11.I do jobs or tasks automatically, without being aware of what I'm doing.	,725		
12.I find myself listening to someone with one ear, doing something else.	,646		
14.I find myself doing things without paying attention.	,622		
15.I snack without being aware that I'm eating.	,626		
KMO: ,866 p: ,000 Bartlett's Test			

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Table 4. Result of factor analysis of work engagement scale

Factors	Loading	Factor Variance %	Cronbach Alpha
Factor 1 Dedication		%46,642	.920
1. At my work, I feel bursting with energy .	,615		
2. I find the work that I do full of meaning and purpose.	,772		
4. At my job, I feel strong and vigorous.	,705		
5. I am enthusiastic about my job.	,802		
7. My job inspires me	,790		
8. When I get up in the morning, I feel like going to work	,863		
10. I am proud on the work that I do	,801		
13. To me, my job is challenging	,521		
Factor 2 Absorption		%10,275	.791
6. When I am working, I forget everything else around me	,685		
11. I am immersed in my work	,712		
14. I get carried away when I'm working	,851		
16. It is difficult to detach myself from my job	,605		
Factor 3 Vigor		%7,826	
9. I feel happy when I am working intensely (atılabilir)	,501		.621
12. I can continue working for very long periods at a time	,811		
17. At my work I always persevere even when things do not go well	,751		
KMO: ,889 p: ,000 Bartlett's Test			

Table 5. Result of simple regression between awareness and dedication

Independent Variable	B	Beta	Adjusted R2	R2	F	Sig.
Awareness	1,333	,494	,216	,244	8,706	,006

Dependent Variable: Dedication

*p<0,05 ** p<0,01 ***p<0,001

*And results of the statistical analysis which are testing whether the demographics have a moderating effect of the demographic reveal that there is a significant difference in the relationship between awareness and dedication regarding gender. Where awareness predicts dedication for men employees, it doesn't significantly predict for women.

* Additional statistical analysis revealed that there is a significant difference between salary and education groups in terms of dedication. ANOVA was used to find out whether there is a significant difference between demographic groups for work engagement level. The ones who receive more than 5800 Turkish liras per month are more dedicated to their work than other salary groups. Moreover, the participants who hold PhD degree are more dedicated to their work than the other educational levels.

DISCUSSION

Today, mindfulness is an important topic in many fields of social sciences. In the field of organizational psychology, with the effect of positive psychology paradigm, issues such as happiness, resilience, citizenship behavior, work and organizational engagement became on the top of the agenda. The study was conducted among 151 white color employees who are working in different sectors. The results of the

hypothesis test reveal that only awareness dimension of the mindfulness variable predicts the dedication dimension of work engagement significantly. The aim of this study was to understand the relationship between mindfulness and work engagement while investigating the effect of the demographic factor. There are several studies that has put forth the positive outcomes of mindfulness such as high job performance (Dane & Brummel, 2013; Reb et al, 2015), employee well-being, ethical decision making and effective negotiation and communication process.

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Chapter 9

Developing and Sustaining Employee Engagement: The Strategic Perspective in Telecom Company

Surekha Rana

Gurukula Kangri Vishwavidyalaya, India

Priyanka Chopra

Gurukula Kangri Vishwavidyalaya, India

ABSTRACT

Employee engagement is gaining a vast and critical importance in today's highly competitive and dynamic business environment. An engaged workforce is a vital asset for the organization that contributes their efforts for the benefit of the organization. The chapter identifies the differences in engagement level of employees with respect to job and organizational characteristics (gender, age, tenure, and position) of employees in selected telecom companies in India. This co-relational study undertakes internet-based survey questionnaire based on Utrecht Work Engagement Scale (UWES-9). Hypotheses have been tested through ANOVA, post hoc analysis, and correlational analysis procedures to estimate the relationships among variables. The results of the study found significant differences in the work engagement level of employees with respect to age, years of work experience, and employee position except gender. The strategies to drive employee engagement in the organization are also proposed.

INTRODUCTION

In today's highly competitive global business arena, every organization aspires to have a pool of engaged employees. Employee engagement has been related to building a firm's competitive advantage. Employee engagement, in fact, can make or break the business bottom line (Lockwood, 2006). Engaging employees especially by giving them participation, freedom, and trust is the most comprehensive support anticipated by employees. What employees expect and what organization delivers is a complex and crucial problem

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to be addressed by identifying such gap. Engaged employees are physically, cognitively, and emotionally attached to their organization and highly involved in their job with a great enthusiasm and performance. They tend for going an extra mile beyond the employment contractual agreement.

Businesses are resisting for increasing their performance, market share, competitive advantage and sustainability of business in a cut-throat competition moment, and managers have been struggling with numerous challenges of turnover, low productivity, conflicts, and low motivation of their employees. Now, in order to succeed and put their company ahead of competitors the need for highly engaged employees becomes key determinant for the employers. Organizations are emphasizing upon the significance of employee engagement while taking into consideration all the positive outcomes that engaged employees could bring to the workplace viz; higher productivity, lower absenteeism and turnover, customer satisfaction, innovation and much more. Hence, organizations attempt to hire, maintain and retain those employees who are high on their energy, drive to contribute, dedication, commitment and engagement levels. Employee engagement has a direct impact on the employee's association and productivity and further on the performance of the entire organization. A fully engaged workforce is more efficient, delivers higher levels of customer satisfaction, attains higher productivity levels, and ensures lower turnover rates, which all translated into improved overall performance (Buhler, 2006).

Employee engagement can be looked upon as a two-sided coin that provides opportunity and challenge for the employers. Employee engagement must be nurtured and developed by the organization which demands mutual relationship between employer and employees. Employees' willingness and ability to help the organization to get success with discretionary efforts on continuous basis reflects employee engagement (Towers Perrin's Global Workforce Study, 2003). Employers lay the foundation to grow and nurture engagement of their employees. Highly engaged employees can be seen as exemplar for other employees of the organization those seek to transform the engagement levels of others. They support and build the environment and culture that promote circumstances and conditions for engaging other people. On the other view, the biggest challenge lies with moderately engaged employees in the organization. The due importance is established for engaged employees due to the fact that engaged employees have emotional attachment with the organization which results in higher productivity, return on investment, retention, loyalty and lower absenteeism (Shukla, Adhikari, & Singh, 2015)

Employees from different socio-demographic background will have different needs, wants, expectations, prospects and priorities. The organization need to assess each employee individually in terms of their diverse background as there is no single thumb rule to cater their dissimilar requirements. Balain and Sparrow (2009) suggested considering the demographic details while examining the attitudes of employees. Apart from this, organizational work environment and demographic shifts of the workforce put significant tension on labor supply and demand of workforce as well as attrition too. These growing labor dynamics enforce the expectations of employees from different segments of the companies in order to engage, and assess what companies are prepared to offer employees in segments with different levels of supply. Employees have different expectations put forth by a combination of economic pressures, business reactions and demographic shifts (Aon Hewitt, 2014). With the recognition of employee engagement as a significant element for organizational success, every organization attempts to generate, develop and maintain conducive organizational environment where employees tend to present their very best to the business, sustain engagement to their work along with the business process and finally contributes to the overall success of the organization. While attempting to attain such position through huge investment of resources, not many organizations are able to realize this preferred state of engagement. This study is significant as very few Indian studies (Sharma & Garg, 2017; Sharma & Singh, 2018) in recent years

have examined the antecedents and consequences of employee engagement. The experience and level of engagement at work can vary between individuals due to varied demographic, job and organizational characteristics. Such individual differences intend to identify the social cues from the working environment and fill in the lacunae in this respect from past researches.

BACKGROUND

The term “Employee Engagement” has gained sky touching popularity in the business world with the ever-gaining importance of human capital in the business world and still much is needed (Luthans & Peterson, 2002; Cartwright & Holmes, 2006; Joo & Melcan, 2006). The concept of Personal engagement was pioneered by Kahn (1990) as the “harnessing of organization member’s selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances.” As explained, employee engagement is an employee’s ability and willingness to contribute to organizational success, especially their willingness to give *discretionary effort*, going beyond what is typically required in their position to make the organization successful. Moreover, Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Salanova, Gonzlez-Roma, & Bakker, 2002). *Vigor* refers to high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties. *Dedication* is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge at work. *Absorption* consists of being fully concentrated, happy, and deeply engrossed in one’s work whereby time passes quickly, and one has difficulty detaching oneself from work. Schaufeli, Bakker, and Salanova (2006) found that engagement is not only the opposite of burnout but that it has its own characteristics, which were labeled vigor, dedication, and absorption.

Various authors in the past have proposed their own set of definitions to elucidate the concept. However, literature divulges that the conceptualization and definition of the construct is frequently perplexed with its identification with other somewhat similar outcome variables such as job involvement, intrinsic motivation, organizational commitment, and organizational citizenship behavior (Bhatnagar, 2007; Saks, 2006). Thus, it resulted in few distinctive definitions from academic, company, consultancy and research institute perspectives.

Harter, Schmidt, and Hayes. (2002) further defined employee engagement as “the individual’s involvement and satisfaction as well as enthusiasm for work”. Employee engagement is therefore the level of commitment and involvement an employee has towards his or her organization and its values. International Survey Research (2003) described employee engagement as the practice by which a firm enhances the commitment and contribution of its human resources to achieve greater business outcomes. The International Survey Research resolved that employee engagement is a mixture of an employee’s cognitive, behavioral and affective dedication to his or her organization. Employee engagement is a positive attitude held by the employee towards the organization, awareness of business context, willingness to work with coworkers to improve organizational performance (Robinson, Perryman, & Hayday, 2004). Employee engagement has been defined as “an individual employee’s cognitive, emotional, and behavioral state directed toward desired organizational outcomes” (Shuck & Wollard, 2010). Gupta (2015) characterizes employee engagement as “the extent to which a person is sympathetically connected to his organization and obsessive about his [*sic*] job which is actually important” (p. 45). Maslach, Jackson, and Leiter, (1996) defined the engagement construct as the opposite of burnout (*i.e.* someone not experiencing job

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burnout must be engaged in their work). Harter and Schmidt (2006) define employee engagement as the “individual’s involvement and satisfaction with as well as enthusiasm for work”.

LITERATURE REVIEW

Many consultancies in the past (Aon Hewitt, 2014; Business World, 2008) has identified the differences in engagement level of employees by way of different biographic and job characteristics.

Robinson, Hooker, and Hayday (2007) studied the impact of personal characteristics on engagement through survey of employee engagement in eight organizations in a varied range of sectors. The organizations were included from the retail arm of a mobile telephone company, a government agency, a charity and part of a police force. The results of the study revealed differences in levels according to gender, age, ethnicity, disability and those with caring responsibilities. Similarly, Balain and Sparrow (2009) agree that engagement levels co-vary with biographical factors such as age, gender, as well as other work-related factors such as their longevity with the organization, their working hours, their pay and sitting place in the organization. Robinson et al. (2007) observed diminishing levels of engagement with increasing length of service, until very high span of service was achieved. White (2008) also observed a difference in employee engagement across occupations indicating that senior management employees (presidents and vice-presidents) were engaged or almost engaged than professionals and support staff who reported low levels of engagement. Moreover, relating to longevity of service, Mohapatra and Sharma (2010) found employee engagement been associated with demographic variables like age, gender, educational qualification, work experience and grade. Maslach and Leiter (2008) recommended that key aspects of demographics such as age, work experience, sex, and occupation type are crucial to understand employee engagement. Mani (2011) concluded in a study on banking and insurance software organizations that there is no significant difference in employee engagement based on gender and age. Studies such as Sharma, Goel, and Sengupta (2017) and Sharma and Garg (2017) examined employees from IT business companies and found statistically significant difference in work engagement level of employees based upon the demographic variables as age, education level, and experience. Conversely, no difference was recognized in engagement level of employees in relation to gender, marital status, and income. Moreover, gender and education were identified as strong predictor variables for work engagement. The results of the study conducted by Albdour and Altarawneh (2014) stated no statistically significant mean difference on engagement level of employees across the respondents’ demographic characteristics (age, marital status, organizational tenure and education level). Mishra, Kapse, and Bavad (2013) also stated that for the demographic attribute viz; gender and marital status confirm no statistically significant differences. Madan and Srivastava (2015) in their study on private sector bank employees suggested that there the demographic variables – age, tenure with the organization and gender have no impact on employee engagement levels. Mahboubi et al. (2015) conducted their study on 387 hospitals’ staff and results disclosed a significant association between work engagement and age group and work experience of employees. Alongside the study failed to reveal any significant relationship between engagement and gender and education level.

Linking Employee Engagement and Demographic Variables

Past research has suggested that the level of employee engagement is affected by the work place, demographic characteristics and job demand (Schaufeli & Bakker, 2004; Kahn, 1990). Ferguson & Carstairs (2007) stated that individual differences may have significant effects on employee engagement in the organization. The demographic characteristics of the employees can be presumed to affect the levels of employee engagement in the organization. The following section examines and presents the relevant literature relating various demographic factors with work engagement.

Gender

Gender differences have been found to decide level of employee engagement. Past researchers outlined mixed outcome of relationship between gender and employee engagement. Some studies stated that engagement level of women was higher than the engagement level of men (Avery, McKay, & Wilson, 2007; Coetzee & de Villiers, 2010; Mauno, Kinnunen, Makikangas, & Natti, 2005; Rothbard, 2001). The research-based organization CIPD (2006) also acknowledged that the women employees were found highly engaged than men employees. Srivastava (2012) also, concluded in her research on public and private sector managers, that female managers score high on all the dimensions of employee management than their male counterparts. Correspondingly, Shukla et al. (2015) executed their research in internet-based company with 90 respondents and examined the total rate of employee engagement and indicated that women score higher on engagement levels than men.

Other researcher Kong (2009) in his study of demographic factors, result was in contrast by explaining that women scores low engagement level than men. The level of job engagement between male and female employees was found different on the measurement of dedication. Female employees were seen more dedicated towards their jobs than male employees. While male employees showed higher scores on the dimensions of vigour and absorption than their female employees. However, few other researchers (Chaudhary & Rangnekar, 2017; Coetzee & Rothmann, 2005; Hakeem & Gulzar, 2015; Mostert & Rothmann, 2006; Persson, 2010) found no association between engagement level and gender of respondents. Rothbard (2001) measured relationship between work engagement and gender differences in terms of work enrichment. Recently, Marcus and Gopinath (2017) also signify in their study of IT professionals that gender as a demographic variable has no influence on employee engagement i.e., no significant difference between male and female respondents with respect to the drivers of employee engagement in IT companies.

In recent years, Yadav (2016) tested the engagement levels of academic staff based on their gender. The results of the study did not prove any relationship exists between engagement and gender. Along with this, Reissová, Šimsová, and Hášová (2017) study proved that gender differences are not related to employee engagement levels in blue-collar occupations in the automotive industry. Robinson, et al., (2004) survey of over 10,000 employees in 14 organizations and Yildirim (2008) study of Turkish counselors declared engagement levels between males and females does not differ significantly due to their gender.

Schaufeli et al. (2006) in their cross-national study with 10 different countries for scale validation reported weak and indefinite relationship between gender and work engagement in an equivocal manner. In a different study by Sharma et al. (2017) on IT industry employees acknowledge no difference in engagement level of employees with respect to gender. More to the point, gender was identified as

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predictor variable for work engagement. However, in the past few studies (Balain & Sparrow, 2009; Robinson et al., 2007) engagement levels were found to differ significantly due to individual gender.

Age

In many past studies, age is recognized as an important consideration to measure employee engagement. James, Swanberg and McKechnie (2007) study outlined the significant association between the age of employees and the level of employee engagement. They suggested that employees with higher age were found to be more engaged than young workers while they perform with a supportive supervisor in a cooperative psychological climate. Mostert and Rothmann (2006) and Mahboubi et al. (2015) also identified significant positive association between work engagement and age group of employees. Sharma, et al. (2017) in their study on IT industry employees also recognized statistically significant difference in work engagement of employees on the basis of demographic variable – age. In addition, Coetzee and de Villiers (2010) in their study instigate that different age groups differ significantly with respect to only absorption dimension of work engagement. On the converse side, Avery et al. (2007) and Robinson et al. (2007) suggested inverse association between age and employee engagement describing that engagement levels to be highest with employees of younger age and lower with the older employees. They explained as the age of employee increases, their engagement levels begin to decline.

Schaufeli et al. (2006) and Drake (2012) in their study recognized weak to moderate positive correlation between employee age and the level of employee engagement. Persson (2010) also acknowledged positive coefficients between age and level of work engagement, suggesting older age relates to higher level of engagement. Jaupi and Llaci (2015) in their study on bank sector recognized age of the employees to significantly influence employee engagement. The results of the study by Marcus and Gopinath (2017) on employees of IT companies depicted that age of the employees has an influence on employee engagement drivers. Maslach & Leiter (2008) recommended that age of an employee is an important decisive factor to interpret employee engagement. However, Basikin (2007), Coetzee and Rothmann (2005) Hakeem and Gulzar (2015), Swaminathan and Ananth (2009) found no significant differences in the work engagement levels of employees from different age groups. The age of employees did not have any significant effects on the levels of work engagement. Adding to this, Albdour & Altarawneh (2014) and Mani (2011) in their respective research studies on banking sector identified no differences in the engagement level of employees based upon the differences in the age groups.

On the contrary, Avery et al. (2007) in their research on 901 UK employees outlines inverse association between engagement and age where engagement level decreases as the age increases, that is, younger employees have higher engagement levels than the older employees.

Robinson et al. (2004) studied the relationship between employee engagement and age group. They noted that there were significant differences in employees' engagement scores on the basis of varied age group of the employees. The results stated that the engagement levels tend to go down slightly as employees get older, while the highest engagement levels are displayed when they reach the oldest group, 60 and over. According to them, the high degree of engagement levels shown by such older and experienced employees, moving towards the last part of their work life is highly ignored by many organizations. Furthermore, another study by Robinson et al. (2007) stated that engagement levels of employees showed higher levels in their younger employees (age < 20 years), and old age (age >60 years), however in the middle –age, engagement levels (30-39 years) remains stable.

Designation/Position in Organizational Hierarchy

Towers Perrin (2003) report compared engagement level between various demographic segments, from various job level (senior executives to salaried and hourly non-management employees) to industry category (non-profit organizations, high tech, heavy manufacturing, pharmaceuticals and service sector including insurance, hospital and finance/banking) which found similar results across all segments. Top level senior executives were found to be more engaged than any other group. Employees at higher level organizational hierarchy exhibit higher level of engagement (Kahn, 1990; Robinson et al., 2004; Vanam, 2009; Xu & Cooper-Thomas, 2011).

The study conducted by Avery et al. (2007) on UK employees reported higher work engagement among executives and supervisors at top level than employees of lower level rank. Besides, Robinson et al. (2007) found high levels of engagement among managers at senior positions and lowest among back end staff at lower level positions. Furthermore, Vanam (2009) also establish positive correlation between job level and job engagement, stated that as higher the level of employees in their organization the higher will be their work engagement levels. Basikin (2007) and Persson (2010) also confirmed the similar positive results in establishing relationship between employee position in job and their engagement levels. Thus, employees working at higher positions in the organizational hierarchy are at an advantage with the access to essential information and autonomy for decisive action will lead toward higher work engagement. In the survey outcome of Business World (2008), it was referred that people at the higher level of organizational hierarchy experience higher work engagement. The survey report of Blessing White (2008) also estimated difference in engagement level of employees across their hierarchical position in the organization asserting the senior management to score high on engagement level than employees at lower level.

The latest study by Chaudhary and Rangnekar (2017) study was also in same continuum of previous studies where the different hierarchical positions of employee viz., lower, middle, and senior levels reveal significant effect of position in organizational hierarchy at different lower, middle, and senior levels on work engagement of employees. The engagement level of senior business executives was found higher than junior level executives. The employees of older age will have less employment opportunity that directs them to consider their current employment more favourably. (Mathieu & Zajac, 1990).

Work Experience

Past researches have declared that the level of work engagement is affected in general terms by the amount of experience gained by the employee while working with the organization. Swaminathan and Ananth (2009) suggested that the demographic characteristics of the employees viz; income and experience significantly influence engagement level of employees. They explained that employees who have more working experience and high earnings show commitment and involvement towards their work than others. Mahboubi et al. (2015) identified significant association between work engagement and length of employee work experience. Mohapatra and Sharma (2010) also found work experience as a consistent predictor of employee engagement. Thus, those employees having more years of experience are more likely to show higher level of engagement and vice-versa. (Allen, Poteet, & Russell, 1998). Additionally, Xu and Cooper-Thomas (2011) did not find any significant association between tenure and employee engagement. The engagement level of employees does not seem to differ by more or less years of experience in the organization in which they work (Basikin, 2007; Chaudhary & Rangnekar, 2017).

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In contrast, Robinson et al. (2007) suggested that engagement level of employee varies with their duration of service in organization, depending upon the kind of experiences provided by the organization. On the basis of study conducted on IT industry-based employees, Sharma et al. (2017) identified statistically significant difference in work engagement level of employees based on different years of experience. Balain and Sparrow (2009) and Jaupi and Llaci (2015) observed changes in the engagement levels of employees due to longevity of experience with the organization.

Few studies have reported inverse relationship between years of work experience and work engagement (Avery et al., 2007; Buckingham, 2001; Robinson et al., 2004) that is, engagement levels tend to decline with increasing years of experience.

Thus, it is clear from literature survey that there is a linkage between the engagement level and demographic characteristics of the employees. This study was performed to further study the differential variation within each of the demographic variables viz. designation, years of work experience, age, and gender of the employees.

OBJECTIVES OF THE STUDY

1. To assess the differences in the engagement level of employee on the basis of individual and job characteristics (age, gender, work experience designation)
2. To identify the influence of individual and job characteristics (gender, age, work experience, designation) on employee engagement.
3. To propose suitable strategies to improve engagement level of employees

HYPOTHESES OF THE STUDY

This study examines the following hypotheses:

Hypothesis One: There is no significant difference in engagement levels of male and female employees.

Hypothesis Two: There is no significant difference in engagement levels of employees with different age groups.

Hypothesis Three: There is no significant difference in engagement levels of employees with different years of work experience.

Hypothesis Four: There is no significant difference in engagement levels of employees with different designations in organizational hierarchy

Hypothesis Five: There is no significant influence of individual and job characteristics (gender, age, work experience, designation) on employee engagement.

RESEARCH METHODOLOGY

This empirical study was conducted through a self-administered survey amongst the employees of selected four telecom companies located in the four metropolitan cities of India with a sample size of 612 respondents in the year 2017. Total respondents under study were 624 employees (i.e., 156 employees

from each selected telecom company) those were asked to participate in the survey. The response rate for the study was 90% with a sample size of 612 respondents providing completed questionnaires under study. The study involves surveying employees at different levels in the organizational hierarchy from selected four metropolitan cities i.e., Delhi-NCR, Mumbai, Kolkata and Chennai. The invitation was sent to the employees to participate voluntarily in the study. The questionnaire was circulated as a web based embedded link to the random sample by using an email address list provided by the company. The questionnaire was to be filled online by the respondents provided with web based embedded link. The employee engagement score was measured by the Utrecht Work Engagement Survey (UWES-9) (Schaufeli, Bakker, & Salanova 2006). The Utrecht Work Engagement Scale (UWES-9 scale) composed of (9 items) in three sub-scales (Vigor, Absorption, Dedication) each measuring one of these three constructs. It is 5 point Likert scale (Cronbach's $\alpha = 0.897$) ranging from 1-5 (1= strongly disagree 2= disagree, 3=neither agree nor disagree, 4= agree, 5= strongly agree) Data was analyzed through SPSS software. The analysis was based on mean weighted scores to assess the engagement level of employees and further for testing various hypotheses ANOVA, Post hoc analysis and correlational analysis, statistical methods were used. Primary data was collected with the help of structured questionnaires whereas secondary data was collected through published sources such as websites, journals and magazines.

DATA ANALYSIS

In this section, we present the data analysis with suitable statistical techniques. Our emphasis is on describing the relationships between the work engagement and demographic variables.

Table 1 presents the values for respondents by gender, age group, years of work experience and designation of employee in the organization.

Table 1. Distribution of demographic variables

Gender	Frequency	Percent	Age Group	Frequency	Percent
Male	391	63.9	Below 25	136	22.2
Female	221	36.1	26-35	338	55.2
Total	612	100	36-45	119	19.4
			46-55	19	3.1
			Total	612	100
Designation	Frequency	Percent	Years of Work Experience	Frequency	Percent
Lower	361	59	Less than 1 year	106	17.3
Middle	188	30.7	1 year to less than 3 years	273	44.6
Upper	63	10.3	3 years to less than 5 years	163	26.6
Total	612	100	5 years to less than 10 years	63	10.3
			More than 10 years	7	1.1
			Total	612	100

Source: Authors' own.

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The values of the respondents by descriptive analyses on the sample from Table 1 shows that from the total number of 612 respondents 391 (63.9%) are male and 221 (36.1%) are female. Moreover, 338 (55.2%) employees are part of their organizations from 26-35 years of age group and not much difference was found in the employees from age group below 25 years (136) and 36-45 years (119) of age group and also lowest number is in age group 46-55 years with 19 employees.

The employees under study belonged to three hierarchical positions in the organization, viz, lower level employees with 361 (59%), middle level employees with 188 (30.7%) and top level employees with 63 (10.3%) employees. For the group years of work experience in the organization 44.6% of employees are part of their organizations from 1 - 3 years, and 26.6% of employees are part of their organizations from 3 years to 5 years. Adding to this, employees having an experience of less than 1 year are 17.3% and experience group from 5 years to 10 years are 10.3%. Further the employees with work experience of 10 years and above, the percentage is low (1.1%).

To test the relationship of demographic based criteria (gender, years of work in organization, designation and age group) with employee engagement a correlation test is established between all demographic variables and employee engagement. As already known, correlation is a bivariate measure of association (strength) of the relationship between two variables. It aims at ascertaining whether or not two variables are varying together. Based on Table 2, positive significant relationship exist between engagement and age group where $p = 0.000$, and Pearson correlation $r=0.477$. Thus, employee engagement has a significant moderate relationship with age group of respondents. Adding to this, there is a moderate positive relationship between the engagement level and designation of employees within the organization, where $p = 0.000$ and $r=.458$. Results also depicts that employee engagement has a significant relationship with the position of employees within organization. The correlation between employee engagement and years of experience also showed significant positive correlation with employee engagement, which

Table 2. Correlation matrix between employee engagement and demographic variables

		Engagement
Work Experience	Pearson Correlation	.377**
	Sig. (2-tailed)	.000
	N	612
Gender	Pearson Correlation	.344
	Sig. (2-tailed)	.282
	N	612
Age group	Pearson Correlation	.477**
	Sig. (2-tailed)	.000
	N	612
Designation in the organization	Pearson Correlation	.458**
	Sig. (2-tailed)	.000
	N	612

*. Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

Source: Authors' own.

was statistically significant with $r = .377$, and $p = 0.000$. This correlation is weak in strength. There is a no significant relationship between the engagement and gender where $r=.344$ and $p= 0.282$. Thus, the relationship among the demographic variables and employee engagement range from 0.344 to 0.477.

In order to assess the influence of demographic variables on employee engagement, ANOVA test was conducted. This (ANOVA) test is used to determine whether there are any significant differences between the means of two or more independent (unrelated) groups. Table 3, depicts that, among the demographic characteristics under study, only gender ($F = 15.42$; $p = 0.06$) has no significant influence on employee engagement, while others characteristics like age group, years of experience and designation of employees in the organization, have significant influence on employee engagement. Further to identify age as a determining factor for employee engagement One-way ANOVA test represent significance at 0.10 level of significance [$F = 4.732$, $p = 0.00$].

Additionally, to examine whether years of work experience makes a difference in work engagement levels of employees, significant differences were found in work engagement levels of employees with varying tenure in the organization [$F=2.356,p=.000$]. The employee designation in organizational hierarchy was divided into three categories namely, lower, middle, and upper level and results reveal significant effect of employee designation in organizational hierarchy on work engagement at 0.05 level of significance [$F=7.599$, $p=.000$].

The Independent sample t-test was performed to test the difference in employee engagement levels of male and female employees. Table 4 represents there were 391 male respondents and 221 female respondents. There was no significant difference in the scores of employee engagement levels for male employees ($M = 3.8224$, $SD = .687$) and female employees ($M = 3.761$, $SD =0.653$) in the organizations.

In order to analyze distinctive variation in different categories of demographic variables –age, designation and work experience. In Table 5, Duncan’s post hoc test was applied to compare the work engagement levels among different age groups i.e., below 25, 26-35, 36-45 and 46-55 years. The results show that employees under age group 46 - 55, were highly engaged ($M = 4.57$, $SD=.319$). Similar scores

Table 3. One Way ANOVA between employee engagement and demographic variables

		Sum of Squares	df	Mean Square	F	Sig.
Gender	Between Groups	113.581	38	1.128	15.42	0.06
	Within Groups	137.614	583	.236		
	Total	141.194	140			
Age group	Between Groups	61.165	28	2.184	4.732	0.000
	Within Groups	269.114	583	.462		
	Total	330.279	140			
Years of work in the organization	Between Groups	52.442	28	1.873	2.356	0.000
	Within Groups	463.558	583	.795		
	Total	516.000	140			
Designation in the organization	Between Groups	74.569	28	2.663	7.599	0.000
	Within Groups	204.326	583	.350		
	Total	278.895	140			

Source: Authors’ own.

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Table 4. Comparison of differences in level of work engagement based on Gender

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Work Engagement	Male	391	3.8224	.68761	.03477
	Female	221	3.7612	.65392	.04399

Source: Authors' own.

Table 5. Comparison of differences in level of work engagement based on Designation, Years of work and Age group

Designation	Mean	S.D
Lower	3.65	0.63
Middle	3.81	0.67
Upper	4.57	0.28
Total	3.80	0.67
Years of Work	Mean	S.D
Less than 1 year	3.77	0.60
1 year to less than 3 years	3.69	0.67
3 years to less than 5 years	3.80	0.67
5 years to less than 10 years	4.21	0.63
More than 10 years	4.38	0.47
Total	3.80	0.67
Age Group	Mean	S.D
Below 25	3.63	0.66
26-35	3.72	0.61
36-45	4.06	0.73
46-55	4.57	0.31
Total	3.80	0.67

Source: Authors' own.

were also found for the employees under age group 36-45 ($M=4.06$, $SD=.730$) However, not much difference was observed in the engagement levels of employees in the age group below 25 years ($M=3.63$, $SD=.663$) and 26-35 ($M=3.72$, $SD=.619$). Engagement was observed highest among older employees than employees of younger age. Based on different levels of employee designations i.e., lower, middle and upper. Employees at upper level of organizational hierarchy were found to be highly engaged ($M=4.57$, $SD=.280$). Employees at middle level ($M=3.81$, $SD=.675$) and lower level ($M=3.65$, $SD=.632$) were found to be little less engaged than employees at upper level. Results clearly indicate the employees of both designations are equally engaged with their work. But employees at top level were found to be more engaged than other levels of employee designations. Further considering the years of work experience, employees with an experience group more than 10 years ($M=4.38$, $SD=.470$) were found to be highly engaged, followed by work experience group 5 years to less than 10 years ($M=4.21$, $SD=.636$). However

not much difference was observed in the engagement levels of employees with differences in their work experience ranging from less than 1 year to 5 years. Thus, employees having more work experience are highly engaged than employees having less tenure of work experience.

DISCUSSION

As the objective of the study relates to assess the differences in the engagement level of employee on the basis of individual and job characteristics (gender, age, work experience, designation) gender confirm no significant difference in the engagement levels for male and female employees. This result is similar with findings of some of the previous studies where no relation was observed between gender and work engagement (Chaudhary & Rangnekar, 2017; Coetzee & Rothmann, 2005; Hakeem & Gulzar, 2015; Mostert & Rothmann, 2006, Persson, 2010). However, it contradicts the findings of the studies where engagement levels between men and women were found differently (Avery et al., 2007; Coetzee & de Villiers, 2010; Kong, 2009; Mauno et al., 2005; Rothbard, 2001; Srivastava, 2012; Shukla et al., 2015). Engagement levels did not seem to be varied by the gender of respondents.

The findings depict no differences in engagement level based on gender probably due to the set up and designing of varied forums and models to provide equal opportunities to female employees for performing their duties in an efficient and free manner. There had been Women empowerment programs run across hierarchies and territories and similarly prevention of sexual harassment committees and ombudsmen have been setup to provide security and justice for women. There were laid down Code of conduct guidelines to safeguard female employees against any kind of biased, discriminatory behavior/ act by employees. This resulted as a motivating factors and resulting in higher engagement levels of female employees as equivalent to male engagement levels.

Further on the basis of age group, significant differences in engagement levels among different age group of employees were recognized. This is perfectly in line with the findings of previous authors that outlined the significant association between the age of employees and the level of employee engagement (James, et al., 2007; Mostert & Rothmann, 2006; Mahboubi et al., 2015; Sharma, et al., 2017) but in contrast to some studies stated that employee engagement do not differ significantly with respect to different age groups (Basikin, 2007; Coetzee & Rothmann, 2005; Hakeem & Gulzar, 2015; Swaminathan & Ananth, 2009). Along with this, study is similar with the results of Persson (2010) and Robinson et al. (2007) in depicting high engagement levels of engagement among employees of older age. Moreover, study also summarizes influence of age on engagement level of employees, which is similar with the past study of authors (Marcus & Gopinath, 2017; Maslach & Leiter). Differentiating age group can be recognized as driver for engaging employees. This could be due to the fact that employees with higher age have already handled business uncertainties and experienced complexities with their increasing age. With this they have already gained high level of pride, honor and maturity. They find themselves responsible, focused and matured to handle organizational issues and drive organizational objectives.

Considering the different designations of employees in organizational hierarchy, significant differences were observed in engagement levels of employees. The engagement level of employees at lower and middle level were found identical. On the other hand, senior executives at top level of organizational hierarchy were found to be highly engaged than other levels- lower and middle. This result was in sync with majority of the studies in literature (Avery et al., 2007; Chaudhary & Rangnekar, 2017; Kahn, 1990; Robinson et al., 2004; Towers Perrin, 2003; Vanam, 2009; Xu & Cooper-Thomas, 2011). The probable

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reason for senior employees stay with the organization could be their intellectually stimulating drive, meaningfulness of work, varied opportunities and worthy acknowledgement. The result also states that different positions in organizational hierarchy can drive engagement levels of employees.

Lastly, on the basis of years of employee's work experience significant differences were found in work engagement levels of executives with varying tenure in the organization. Employees serving with higher number of years in the organization were identified to be highly engaged with the organization. The results are in support with past studies by various authors (Allen, Poteet, & Russell, 1998; Balain & Sparrow 2009; Jaupi & Llaci, 2015; Robinson et al.,2007). The employees with higher years of work experience tend to have strong sense of alignment with their role and job assigned. They have high sense of purpose and achievement on personal and professional front that maintain them engaged. They see their longer association as recognition of contribution for organization building process and feel proud to be part of the growth and success journey of the organization. They feel appreciated with their longevity of work experience. However, it contradicts the findings of the studies where higher number work experience depicts lower engagement levels of employees (Avery et al, 2007; Buckingham, 2001; Robinson et al., 2004).Further results of the study also state the years of employee experience predicts employee engagement.

MANAGERIAL IMPLICATIONS

Managing the diverse and complex workforce in the organization is one of the most critical and hard-hitting activities of management. The findings of this study provide few essential strategies and implication for the managers. This study highlighted the significance of employee demographic characteristics for managing employee engagement. As employees in the organization belong to different demographic, job and attitudinal backgrounds, similar designed and defined strategy will not work best for all employees to develop and engage them. Different strategies need to be designed and implemented for diverse demographic groups of employees to develop their engagement levels. The employers need to reconcile their processes, techniques and policies with an objective to enhance employee engagement. These engagement initiatives and interventions must consider the basis of demographic characteristics of gender, age, tenure, and position critically for defining such strategies. The study proposes engagement strategies to be implemented in the organization with the careful consideration of gender, age, tenure and position of employees in the organization .These framed strategies also considered factors related with work environment and organizational systems as demographic factors solely does not influence work engagement levels of employees (Chaudhary & Rangnekar,2017). This study will help HR practitioners, OD consultants, and policy makers with an insight to implement strategies to boost employee engagement.

STRATEGIES FOR MANAGING EMPLOYEE ENGAGEMENT

Ensuring Psychological Safety

In the perplexed surroundings of inconsistency and unpredictability, employees sense the feeling of insecurity in their workplace. The aspect of safety is concerned with the existence of an organizational social system that is supportive, non- intimidating and predictable. Kahn (1990) connotes three dimen-

sions of engagement that include meaningfulness, safety and availability. The four factors that persuade psychological safety were found to be interpersonal relationships, group and inter-group dynamics, management style and norms (Kahn, 1990).

Employees expect to execute their roles and duties without any fear of damage to their sense of self, self worth, self-respect and status or career. They perform better in an encouraging, assisting, non-threatening and delightful work environment. The employee's basic regard is to endure a workplace without fear. The concern is related with reliable and predictable social environments that include clear boundaries of acceptable conduct in which people feel safe to risk self-expression (Saks and Gruman, 2011). Subordinates experiencing a strong, high-quality relationship with immediate managers sense psychological safety and offer the belief that the environment is safe to take interpersonal risks (Spreitzer, Lam, & Fritz, 2010). The employees desire to be a part of an organization that affords them with a sense of purpose and as a consequence advocates for the organization.

Freedom to Express Views and Decision Making

Organizations need to provide opportunity to their employees to express their views and feelings in a free manner. It is necessary to provoke trust among employees so as to share their feeling, emotions and attitudes and also make get them engaged. Employee engagement can be encouraged by means of implementing such practices that improve the organization's transparency and sustain its ethics (Mukerjee, 2014). Employees must be provided with decision-making authority along with autonomy to implement a course of action or solution to a problem. The voice and decisions of the employees needs to be nurtured, not criticized, in order to continue with their autonomy. The organizations shall create conducive conditions for employees to have meaningful expressions in their work profiles. However, to govern this, operational norms must be established. On the other hand certain corporate rules and regulations may be flexible within the framework of one's role and responsibilities along with the sense of accountability. The employees shall also develop a sense to identify with the organization. Apart from this, organization shall establish "elbow room" that provide opportunities for employees to generate discretionary efforts in their work. Employees yearn for reasonable autonomy in their work that provides them chance to contribute their efforts unreservedly.

Sense of Mutual Respect and Understanding

The organizations must strive to generate an environment of mutual respect and understanding between employer and employee. While the employees aspire to fulfill the demands and needs of the employer similarly employers also need to understand and respect employees' needs. Clear and concise expectations must be honored for fulfilling the needs of the employees. Employers must cater the demands of employees by means of providing support, trust and respect. The shared interest among employer and employee will also improve engagement. Employee concern and respect can lead to enhance employee motivation whereby they will be additionally, involved with their jobs and offer discretionary effort by going beyond the role and duties allocated to them. Thus, the mutual understanding and sharing of one's need and expectation will open doors to know each other better and fulfill them with accessible and reasonable measures. It becomes significant to identify the voice of employees and get complete understanding of the issues that creates difficulty for employees. Appropriate programs and procedures need to be created to establish a platform (seminars, town hall, conclave, summit, etc) to educate, inform

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and share the needs of the organization. However, organizational systems (e-links, portals, internal blogs, chat sessions with senior executives and managers, open –door scheme, etc) must also be developed for employees to represent their needs and expectations.

Boosting Culture of Innovation and Entrepreneurial Spirit

The organization can promote innovation and entrepreneurial spirit in their employees to create engagement in them. The activity or role that creates a sense of meaningfulness or worthy contribution will promote employee engagement. The employees experience satisfaction for being acknowledged for their creditable contribution. Such feelings will reciprocate employee participation with discretionary efforts for better contribution through innovative work behavior, embracing an entrepreneurial mindset, attitude for continuous improvement, act of calculated risks, creative ideas, adaptability and positive thinking. They will approach problems with novel solutions and opportunities. Thus, the feeling of ‘meaningfulness’ will be an influential drive for employees to be engaged with their work. The culture of innovation is considered as a fundamental imperative to drive employee contribution. Such culture will help to align people to the strategic course and vision of an organization in a shared manner. Thus, organization can advance engagement levels of employees by supporting experimentation and promoting innovation.

Experiential Learning for Growth and Development

Organizations can support their employees by providing opportunity for career advancement through investing in their formal higher education in continuation with their job. Employees must be offered with diversity in terms of tasks, role and duties Employees can change their routine work profile to other job, with a prospect to develop their expertise in a new area along with specific set of skills. In case, the organization not promote real learning, the potential of open minds close, information usage/handling tends to cease, and the desire to identify with the whole system shrink on part of potential engaged employees. There is a need to have a workforce that is ready to adapt to local needs and re skill HR teams for preparing, balancing and maintaining future job demands. Employees expect benefits that develop them in both fronts- personally and professionally viz; skill development programs, personal well- being programs, specialized training, wellness programs, management development programs, etc.

Besides this, organization can sponsor the higher education program of their employees through suitable tie-ups with academic (technical / management) institutions offering specialized courses. Many consultancies and freelancers can be invited for the creation of “learning centers” within the organization to equip their employees with advanced skills. Digital learning can also be imparted through the platform of in –house learning portals to upskill .Digital transformation of learning has contributed to equip the employees with advanced/ specialized skills needed for the future jobs. Employees can be encouraged to take up diverse roles through job rotations. This needs to be initiated through proper channelization of activities in their preparation by launching suitable programs to sponsor adequate training and development, role change, learning by means of enrolling under academy etc. These programs will help to handle new roles and responsibilities effectively. However, employees are engrossed with the prospect of greater flexibility, autonomy and the ability to learn and grow. Thus, organization must plan to create a workplace setting that is conducive to learning along with attainment of career development goals. Consequently, this will promote a sense of self-growth and self- merit for employees. A report by Deloitte Consulting LLP and Bersin (2014) suggested the organizations reengineer their learning

strategy by means of: Rationalize training, Redesign training roles, Create content curators, Standardize, simplify, and integrate learning technology, Assess your learning culture.

Developing Employee Competency and Capabilities

Employees show high engagement when they feel that their organization is promoting the capabilities and competencies through earnest efforts. Employee learning is based upon the learning capability of the organization that promotes the knowledge, skills and attributes of employees to grow and learn. Organization should create an inventory of competencies and sharing it with departments for a better fit of job related with future role change, career progression and/ or other new initiatives by management. Thereafter, employees can be allocated suitable roles based on their aptitude and skill set. Each employee will have their own thoughts, processes, and even ways of problem-solving. Thus, such sharing of knowledge with peers will generate the flow of ideas and thus create a pool of consensus to develop. Everyone will be having different perspectives, different ways of thinking and probing for any issue. Hence a shared contribution from each learned professional on the basis of their learning will be recognized. An inclusive approach with regard to ideas sharing can offer the necessary impetus.

Strengthen Employee Unite and Connect Activities

Managers should promote some forms of spending time together with their team mates and subordinates in an informal surrounding. They shall have sponsored lunch or dine out celebrations that helps to fix teams bond. Organize family –day, annual celebrations with family participation, outdoor locations team gathering. Along with this, organizations can seek to enhance motivation of their employees by egalitarian approach to select the outstanding performer. Such employees can be recognized and honoured with few titles viz; “Best performer”, “Champion of the month”, “Star in show”, ‘Wall of fame’ etc. .These activities promote a sense of trust, care, one- family attitude, and togetherness among them. Team efforts will be appreciated for their cooperation and contribution for issues resolution and achieving goals/ targets in an effective manner. Employees feel greater flexibility and better personal well-being in their job. Facilities related with flexible work scheduling and work-from-home opportunities play a major role in an employee’s approach towards organization. The organizations should also look for physical and mental health of their employees through the facilities of on-site gyms and yoga, meditation classes.

LIMITATION OF THE STUDY

The present study considered limited demographic profile components like age, gender, tenure and position of employees to assess differences in their engagement levels. However, other criteria viz; education levels, income, nature of organization were not considered in this study. Apart from these individual and job factors, there are many job characteristics, organizational factors and attitudinal factors that may influence the engagement level of employees. Such differences may also arise due to the influence of other factors, like geographical location, form of business, organizational culture, work place setting, and management policies on the employee engagement, etc. This study limited the consideration of these mentioned factors and variables. In future, more studies can be carried out while considering such factors and their influence on employee engagement levels in varied form of industry.

CONCLUSION

To conclude, the results of the study outlined above average level of work engagement among employees of Indian telecom companies. The findings of the study depicts significant differences in the work engagement level of employees with different demographic and job characteristics, such as age, years of work experience, and employee position in the organizational hierarchy. However, gender did not contribute in drawing differences in engagement level of employees. The probable strategies proposed contribute towards identifying new directions in the area of employee engagement by recognizing the worth of demographic variables with employee engagement. The study also adds to the scant literature on employee engagement especially in context to Indian telecom companies that has witnessed huge turbulence in the form of acquisitions, mergers, downsizing and close down in past few years. Thus, telecom companies will revive with the implementation of effective strategies in suitable manner.

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KEY TERMS AND DEFINITIONS

Autonomy: It can be defined as the independence of employees within the workplace for making the choices among the alternatives to achieve the organization's goals.

Capabilities: It is a parameter of measuring the ability of an entity (department, organization, person, and system) to achieve its objectives, especially in relation to its overall objectives.

Competence: It is defined as the ability of an individual to do a job in an effective manner. It is a set of defined protocols that enables the identification, evaluation, and development of the behaviors of an individual employee that ultimately results in the employees' performance.

Dedication: It is the state of employee being emotionally involved in their work or an activity. It reflects strong feeling of support and loyalty for the organization.

Discretionary Effort: It is the intensity of peoples' voluntary effort that they are providing to the task and activity, but above and beyond the minimum requirements.

Elbow Room: It is a degree of freedom of employees within the organization to do whatever they wanted to do. It is a space in which they can move freely.

Entrepreneurial Mindset: It is defined as the mind-set of an individual which is indulging in the entrepreneurial activities and outcomes it also refers to state of mind which is often drawn towards opportunities, innovation, and new value creation.

Experiential Learning: It is the process of learning through experience of others and is more specifically defined as "learning through reflection on doing." It develops knowledge, skills and attitudes based on consciously thinking about an experience of the others.

Wall of Fame: It usually refers to the display of individuals list of achievements to mark their recognition in their own field that are chosen by a group of experts.

Chapter 10

Employee Engagement Strategies With Special Focus on Indian Firms

Mohuwa Bhowal
NTPC Ltd, India

Damini Saini
University of Lucknow, India

ABSTRACT

In today's business environment, it is highly important that organizations develop and adhere to the standing orders as well as formulate appropriate policies and reward systems for employees to sustain them in the organization. The purpose of this chapter was to highlight the Indian scenario of employee engagement. Authors described the employee engagement and its major concepts and approaches along with its background, especially in India. Further, the major challenges and encounters in employee engagement field are also discussed. In the end, the authors proposed a list of solutions comprising workplace, leadership, and culture and other ways to handle these challenges.

INTRODUCTION

The concept of employee engagement has naturally evolved from past research on high involvement, empowerment, job motivation, organizational commitment and trust (Bernthal, 2009). Though employee engagement is becoming a popular term among human resource management and development consultants, with the popularity of the book *First Break All the Rules* (Buckingham & Coffman, 1999) made the term employee engagement become an overnight sensation in the business consulting world and along with that the professional societies and consulting groups (e.g., The Gallup Organization, Towers Perrin, the Corporate Leadership Council, ASTD, and SHRM) quickly staked their claims to expertise in the employee engagement arena, each with its own strategy and framework (Shuck & Wollard, 2010). Gallup Research Group defines employee engagement as the individual's involvement and satisfaction with as well as enthusiasm for work (Harter, Schmidt, & Hayes, 2002). High levels of engagement are

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associated with high levels of performance, citizenship behaviour and individual well-being (Truss, Shantz, Soane, Alfes, & Delbridge, 2013). Employee engagement is also an indicator of high productivity and employee retention (Srivastava & Bhatnagar, 2008). Employee engagement as a key to the retention of talent is an area in which the lead has been taken by practitioners and a rigorous academic research is required in this area (Bhatnagar, 2007). Further while analyzing the research focus of the other nations upon employee engagement she said that India have not investigated those. In fact, she refereed Fegley (2006) who indicated trends in the Western world that the Indian HR community needs to look into.

Post liberalization, the Indian work environment has become dynamic, making it imperative for organizations to restructure themselves, build competitive advantage through new technology, availability of resources and a competent workforce. India emerged as a big labor market for various MNCs. Opportunities opened up for the Indian youth to have a great exposure in business organization. However, globalization brought along with it the evils of rapid technological advancements, skill obsolescence, pay disparities and attrition. The prevailing HR practices were not able to contain these issues brought about by the rising complexities of business. Hence, it has become imperative for HR to go beyond the traditional roles and become a strategic partner to businesses, focusing attention on engaging employees at deeper levels in organizations, thereby ensuring a win-win for both employees and organizations. Also, the management of a vast and diverse workforce makes employee engagement all the more relevant in the Indian job market. Various studies have shown that employee engagement is closely intertwined with a number of positive business outcomes, say, performance, profitability, growth, customer loyalty, employee retention and safety.

THEORETICAL BACKGROUND

The term, *engagement* it is defined as the emotional, physical and cognitive attachment of employees to their work, Due to its orientation towards practice, researchers have explored and tested the theories of employee engagement (Gupta, Ganguli & Ponnampalnam, 2015). Employee engagement is the cornerstone upon which rests a number of positive business outcomes such as productivity, improved bottom lines, growth, customer satisfaction, employee retention and safety. Employee engagement not only ensures full commitment from the employees but also creates passionate and enthused workers who strive hard to work towards the organisation's vision and their personal goals (White, 2008). Increasing employee engagement has traditionally been high on the agenda of Human Resource departments and research also indicates that having an engaged and committed workforce lead to numerous beneficial outcomes, such as lower turnover intentions and higher organizational performance (Bal, Kooij & De Jong, 2013).

The construct of employee engagement is multidimensional and based on prior conceptualizations of job satisfaction, employee commitment, job involvement and organizational citizenship behavior. Although employee engagement incorporates the above concepts, it is broader in scope (Kompaso & Sridevi, 2010; Kumar, 2013).

Although academic and organizational deliberations on employee engagement seem to be a recent phenomenon, actually it dates back to 1990 when the term was first used in an academic journal. The very first contribution to the academic literature on engagement is the seminal work on personal engagement by Kahn, considered as academic parent of the employee engagement work (Ghosh, Rai & Sinha, 2014). It is Kahn, who first used the term employee engagement in academia in the year 1990 and defined it as 'the harnessing of organization members' selves to their work roles: in engagement, people employ and

express themselves physically, cognitive, emotionally and mentally during role performances.” (pp.694). further engagement was defined as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication and absorption (Schaufeli, Salanova, González-Romá, & Bakker, 2002).

In the business scene, Gallup organization used the term for the first time. According to Gallup, employee engagement is ‘the individual’s involvement and satisfaction with as well as enthusiasm for work’ (Harter, Schmidt & Hayes, 2002). DDI, another Human Resources (HR) consulting firm, added few more dimensions and defined engagement as the extent to which people value, enjoy and believe in what they do. DDI also states that its measure of engagement is similar to employee satisfaction and loyalty (DDI 2005). Still there is no univocal understanding on the term employee engagement and the problems with the term are not confined merely to the meaning of the construct (Mohapatra & Sharma, 2010). Further they referred Little and Little (2006) who highlighted several problems associated with the construct. In their assessment, these definitions fail to clarify or agree on: 1. Whether engagement is an attitude or a behavior ; 2. Whether engagement is an individual or a group level phenomenon; 3. The relationship between engagement and other well-known and accepted constructs; 4. How to measure employee engagement. Unfortunately, numerous consulting firms who claim to have developed interventions that aid organizations in creating employee engagement lack even a working definition of the concept, referring to engagement only as a “persistent positive state” and others offer reinterpretations of the concept as work passion, organizational commitment, or job involvement (Shuck & Wollard, 2010). The definition seems perfect as in this definition, one can see the added dimensions of passion, commitment and involvement which are giving the new meaning to the term engagement. The employee engagement could be also be defined as a bond which connects the employee to his organization on a physiological, psychological and social level.

Nonetheless what differentiates employee engagement from related constructs such as employee satisfaction or motivation is the personal investment involved in it: it is based on employees’ willingness to dedicate their focus to the task, and be physically, cognitively, and emotionally present while performing their role as an employee (Saks & Gruman, 2014).

In order to make engagement work at a deeper level, it is important to understand the psychological theories shaping the concept in the organizational context (Srivastava, Ramachandran & Suresh, 2014). According to Shuck (2011), four major theoretical frameworks defined the current state of employee engagement in academia. These are viz. a) Kahn’s (1990) need-satisfying approach, (b) Maslach et al.’s (2001) burnout-antithesis approach, (c) Harter et al.’s (2002) satisfaction-engagement approach, and (d) Saks’s (2006) multidimensional approach. A brief understanding of the aforementioned approaches or theories are given below:

Kahn’s (1990) Need-Satisfying Approach

Kahn (1990) reported that in addition to using one’s full self to work, an employee could be engaged at 3 different levels: *physical*, *emotional* and *cognitive* and these 3 levels are in turn affected by 3 psychological factors: *meaningfulness*, *safety* and *availability*. Kahn (1990) defined *Meaningfulness* as the positive “sense of return on investments of self in role performance”. *Safety* was defined as the ability to show one’s self “without fear or negative consequences to self image, status, or career”. For Kahn (1990) safety revolved around each employee’s need to trust their working environment cognitively, emotionally, and behaviorally as well as the need to reasonably understand what was expected of them at work (i.e., job descriptions, contingency plans, feedback from a supervisor, etc.). Last, *availability*

was defined as the “sense of possessing the physical, emotional, and psychological resources necessary” to complete one’s work (Kahn, 1990).

Maslach et al.’s (2001) Burnout-Antithesis Approach

In this approach, Maslach, Schaufeli & Leiter (2001) conceptualized employee engagement as the positive antithesis to burnout, defining engagement as ‘a persistent positive affective state . . . characterized by high levels of activation and pleasure’. Burnout was understood as opposite to engagement, that is what was once important, meaningful, and challenging work became unpleasant, unfulfilling, and meaningless (Maslach et al., 2001). They reported 3 dimensions of burnout, viz. *exhaustion*, *cynicism* and *ineffectiveness*. *Exhaustion* was defined as “being overextended and depleted of one’s emotional and physical resources” *Cynicism* was defined as “a negative, callous, or an excessively detached response to various aspects of the job”. *Ineffectiveness* is understood to be the direct result of exhaustion and cynicism and defined as feelings of incompetence and lack of achievement and productivity at work (Maslach et al., 2001). They further pointed out that initially a person may begin a new job feeling engaged rather than burnout, however, under stressful conditions, a fulfilling and meaningful job may turn out to be meaningless and unfulfilling and hence, the burnout. Employees who experienced exhaustion and/or cynicism were thought to be more likely to experience a sense of ineffectiveness as they focused more on the challenges they perceived to be facing (Shuck, 2011).

Harter et al.’s (2002) Satisfaction-Engagement Approach

Harter et al. (2002) were the first to study the linkage of employee engagement-satisfaction to positive business outcome through a large study conducted with the GWA (Gallup Work Audit) 12 item questionnaire. The results of the study portrayed employee engagement had a positive relationship to important business outcomes such as customer satisfaction, turnover, safety, productivity and profitability.

Saks’s (2006) Multidimensional Approach

Also known as Saks’s (2006) Social Exchange Theory or Sak’s (2006) Antecedents & Consequences Model of Employee Engagement. It is the first research to examine antecedents and consequences to employee engagement in the academic literature. Results from the Saks (2006) study of working students suggested that antecedent variables such as supportive climate, job characteristics, and fairness influenced the development of engagement and that employee engagement mediated the relationship between antecedent and outcomes variables (Shuck, 2011). Shuck was also the first academic researcher to suggest separate states of engagement: *job engagement* and *organizational engagement*. In his conceptualization, Saks defined the emerging multidimensional concept of employee engagement as “a distinct and unique construct consisting of cognitive, emotional, and behavioral components . . . associated with individual role performance” (Shuck, 2011).

Studies on Employee Engagement in Indian Context

Some of the Indian scholars understood the importance of the employee engagement and they worked towards it .in this section we will talk about some of the most impactful studies related to employee

engagement. Around a decade ago, expressing the significance of employee engagement Srivastava and Bhatnagar,(2008) came up with a case which specified that organizations should make efforts to build effective, practical and holistic talent strategies that are not only able to attract talent but also address employee engagement and in talent acquisition and emphasized on due diligence in assessing the person-organization fit and providing an enabling work environment to keep the talent anchored to the organization. In another study, working on the antecedent factors of employee engagement, Devi(2009) found that Corporate cultures characterized by teamwork, pleasant working conditions, considerate treatment of employees, growth opportunities, flexible-working practices, and good leadership and management practices foster employee engagement. Additionally Bedarkar and Pandita(2014) explored the concept of employee engagement further and also focused on key drivers of employee engagement by analyzing specifically three drivers, namely communication, work life balance and leadership and they concluded that employee engagement should be a continuous process of learning, improvement and action and organizations today should actively look forward to fulfil employee`s expectations. Gupta,Ganguli and Ponnampalani(2015) tried to explore factors that affect employee engagement with a bit different population which were financial offshore organizations in India and Three main themes were identified: (1)implicit benefits, (2)organizational culture and (3)organizational policies. Then in another study on organizational performance done by Muduli, Verma and Dutta (2016) suggested that the Indian corporate practitioners to adopt high-performance work system by suitably aligning with employee engagement to improve organizational performance.

Besides these studies Biswas, Verma and Ramaswamy (2013) tested a conceptual model on Indian managers linking distributive and procedural justice to employee engagement and found supportive evidences in the inclusion of distributive justice, procedural justice, POS(employees` opinions regarding the extent to which their employing organization considers their aspirations), and psychological contract in models of employee engagement. In the similar vein Ghosh, Rai and Sinha (2014) also analyzed the perceptions of distributive, procedural and interactional justice which are related to employee engagement and found that distributive justice plays the most important role in determining engagement.

Gupta and Kumar (2012) explored the relationship between perceptions of performance appraisal fairness and employee engagement in the Indian business context and found a significant positive association and distributive justice and informational justice dimensions were found to have a stronger impact on employee engagement. Then Biswas and Bhatnagar (2013) analyzed the mediating role of employee engagement between perceived organizational support (POS) and person-organization fit (P-O fit) and they found that when individuals perceive positive levels of organizational collaboration, they are intrinsically encouraged towards exerting considerably higher levels of effort and the concept of that P-O fit makes for greater meaningfulness and psychological safety leading to higher levels of employee engagement.

A Brief History of Employee Engagement in India

According to Bannerjee and Yadav (2016), during the older decades, i.e., post-independence Industrialization era in India was marked by political and economic uncertainties, irregularities in the availability of raw materials, machinery and transport facilities as well as frequent disputes between employers and employees. In order to improve productivity and promote good labour management relations, the Government of India initiated a number of studies, which revealed the importance of fair wages, good working conditions, health and safety of workers. This saw the enactment of the Factories Act, 1948,

which can be said to be the first step towards labour employee engagement in India. Employee engagement started in this form in the pre-modern industrialized era. The modern Indian industry is dominated by knowledge workers, highly mobile, look for flexible working hours and ambitious. Nair and Vohra (2010), in a study on 1,142 knowledge workers, found lack of meaningful work, inability of work to allow for self-expression, and poor quality work relationships, to be the predictors of work alienation in the Indian IT sector. Biswas and Bhatnagar (2013) suggested that, the Line and HR Managers in India need to focus on issues of harnessing talent towards low work alienation and high commitment, and identify more job-satisfied and more meaningful work. Further they said that a stronger person-organization fit may lead to merging of identities with the organization and hence may have higher engagement

Today, the concept of employee engagement covers the whole gamut of HR practices covering wellbeing, health, happiness, prosperity and the development of human resources (Bannerjee & Yadav, 2016). The modern concept of employee engagement in India dates back to a decade. It has started finding mention in annual reports of various Indian companies.

In a study by Srivastava et al. (2014), regarding the status of employee engagement in India, the HR section of NIFTY 50 companies was studied for the years 2011-12, 2012-13 and 2013-14. It was found that out of the 50 companies, 23 companies were using and practicing employee engagement. These are established Indian companies in various sectors such as banking, infrastructure, FMCG, IT, automobile, health and wellness. These companies are Axis Bank, NTPC Limited, HUL, Infosys, Maruti Suzuki and Ranbaxy Laboratories to name a few. Srivastava et al. (2014) have made some significant observations about employee engagement in India. Some of these are discussed below in the context of this chapter:

1. The analysis of annual reports of the selected 50 Indian companies revealed that the concept of employee engagement have been studied at the behavioural level only thereby promoting employee engagement through participation of employees in various activities. Whereas, Macey and Schneider (2008) proclaimed employee engagement to take place at 3 different levels: trait, state and finally behavior. Trait (inclination or orientation to experience the world from a particular vantage point) and state levels (having the feeling of energy, absorption and satisfaction) are understood as antecedents of behavioural engagement, which is mostly seen as discretionary effort.
2. It is found that only the academic fraternity has made efforts to study employee engagement in India. These studies do not throw any light on the corresponding role of organizations in promoting employee engagement. In order to make employee engagement a powerful tool, organizations and practitioners have a significant role to play in providing knowledge based practical approach in promoting employee engagement.

Challenges/Barriers in Employee Engagement in Indian Context

Only 8% of all Indian workers are engaged or involved in, enthusiastic about, and committed to their work -- according to an April 2012 Gallup study. The foremost challenge in employee engagement in India is its diversity in various forms-regional, religious, linguistic, caste, etc. Moreover, India is emerging as a global market player which in spite of providing a lot of business opportunities also pose numerous challenges to business enterprises such as rapid technological advancements leading to fast obsolescence of skill sets, disparities in wages and salaries, erratic working hours, poor work life balance, job insecurity increased attrition levels in organizations, especially in IT/ITES companies. The emergence of Generation Z has given rise to a workplace where all 4 generations are at work-baby boomers, Gen X, Gen Y

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and Gen Z. The thinking pattern and working style of different generations when don't seem to converge create challenges in organizations. The younger generations question the status quo, the way things have been done in the past and the inability of the older generations to accept the newer ways of doing the same old job is likely to create conflicts in the workplace. Other key barriers to employee engagement are: poor performance appraisal, poor working culture, lack of resources at workplace, lack of support from bosses and colleagues, poor leadership, non-alignment of individual values with company values, lack of communication, role ambiguity and bleak developmental opportunities. These challenges are general and indicative in nature.

A doctoral study of 8 MNCs in Bangalore city (viz. Accenture, Dell, Goldman Sachs, Google, HP, Google, J.P. Morgan and IBM) revealed some interesting challenges inhibiting employee engagement. Bhargavi (2015) found various reasons for disengagement such as work priorities being unclear and conflicting with unbalanced workload, work plan not getting updated along with change in employees' responsibilities, lack of decision making authority during job execution, distraction arising from other jobs at hand during execution of a particular job, inadequate resources support, lack of co-employee's support, dissatisfaction in the actions and behaviours of senior, there was a need felt with regard to senior management being accessible and approachable as and when required and providing clear direction and guidelines for the future. In addition, employees were in need of support to take risks, felt the need to have a clear understanding of the company's mission, values and goals, clear and strong communication about changes. Furthermore, the quality of the products were compromised/ sacrificed to meet the deadlines. Employees also felt that the Human Resource department needs to address their issues and be valued for the contribution they made to the company. Employees furthermore felt that the criteria for recognition could be well-established and communicated transparently and that the organization must act upon the feedback given by employees.

Strategies/Proposed Solutions to Meet the Challenges

Kahn (1990) held in-depth interviews with employees and found that for an employee to feel engaged, certain things are required, which are meaningfulness in their work, respect in workplace and security. According to Singh and Sanjeev (2013), the important determinants of employee engagement are: meaningful task, recognition and support, motivation and cooperation, feedback and opportunity, career development and growth. According to Mukherjee (2011), a Gallup poll revealed that a majority of employees merely show up at work and do 'what is expected and nothing more'. Hence, arises the need to engage employees and build a robust strategy for doing so.

Different organizations adopt different strategies and practices to engage their employees based on various factors such as employee expectations, current levels of engagement, feedback and understanding employee pulse and suitability to their business needs, scale of operations, amongst others. Given the global nature of business operations and diversities at workplace, there is no one-size-fit-all approach to employee engagement. A review of literature throws light on a number of strategies and management practices that promote engagement at workplace apart from an attractive pay and benefits package. The strategies presented below are not exhaustive and indicative only.

Creating an Employee Friendly Workplace

According to Mukherjee (2011), the Tata Group of Companies have documented the creation of an employee friendly workplace through 5 levels of employee engagement.

Level 1: Respecting the dignity and competence of employees along with job preferences while allocating work. The turnaround of the loss making NDPL is built around this philosophy. One of the first aspects to be targeted towards respecting the dignity of employees was workplace hygiene and cleanliness in office and washrooms, which enabled a dignified existence for its employees.

Level 2: Facilitating employees with equipments, systems and a conducive environment, resulting in a non-silo organization with seamlessness and easy coordination. At Tata Consultancy Services (TCS), senior executives guide team members coming up with innovative solutions to problems faced by employees, which spurred the development of a number of successful business products.

Level 3: Nurturing trust based relationships. For example: NDPL instituted the 'Sakshat' initiative where any employee could seek a one-on-one meeting with the Managing Director. It was important for the employees to feel they could trust the organization and to weave relationships based on mutual affection and trust. The role of senior leaders and their readiness to meet and share experiences with employees across levels was found to be an important aspect.

Level 4: Proactively capturing the voice of employees through formal feedback system, semi-formal mechanism such as a conversation with boss and employee as well as through informal system such as employee blogs. For example: Tata Chemicals decided to involve employees who created theatrical skits to communicate the 'fusion of cultures' as a theme to convey the globalization initiatives of the company.

Level 5: Ensuring that employees are given responsibility and a sense of purpose. For example: Tata Motors has created a platform called 'Seva' that enables employees to take up volunteering opportunities and contribute to social causes.

Start It on Day One

According to Kompaso and Sridevi (2010), well planned recruitment and induction programmes have the propensity to engage new recruits right from day 1 about the company vision, mission, values, policy, job position, duties, and responsibilities, priorities of job role for realistic expectation management and for reducing likely role conflicts. For example:

Google believes that new recruits in most organizations still have to prove themselves after joining. However, at Google, the hiring process is so robust that they can confidently trust each other and new team members from day one. That is the kind of corporate philosophy Google boasts of.

Fun at Workplace

Plester and Hutchison (2016) in their exploratory study suggested that some forms of workplace fun offer individual employees a refreshing break which creates positive affect, resulting in greater workplace and task engagement. Examples of such pathbreaking workplaces where fun is woven into the company fabric are Pike place fish market, Southwest Airlines, Google, etc. Some examples of workplace fun propagated by organizations are gaming, organizing dance and music classes in office, karaoke competitions, cook-

ing classes, laughter workshops, flexible work rules, organizing team lunch outside office, departmental picnics, outbound activities, festive dress codes, organizing games and tournaments and many more. Such unique perks and opportunities provide a stimulating and stress free environment; show care and interest in employees promote engagement.

Leadership Style

The employee-employer relationship is one of the most important factors that influence employee engagement (Alegre, Mas-Machuca, & Berbegal-Mirabent, 2016). Due to this, the kind of a person a leader is plays a significant role in whether or not employees are psychologically present when performing their organizational roles (Men, 2012). Leader's participation in the engagement process by listening, inspiring and walking the talk play a key role in engagement.

Training and Development Opportunities

Training and development programmes offer opportunities for employee integration and contribute to the development of a sense of belonging in employees. Employees' confidence in their own performance at work would also increase, as insecurities regarding one's own capabilities have been found to dramatically decrease engagement (Saks & Gruman, 2014). Regular updation in employee knowledge and skills is likely to result in effective performance on the job and meet organizational needs. Apart from this, it includes components such as the psychological safety to be able to develop, the chance to hone competencies, and even the possibility of repertoire diversification (Hussein, 2017). Employees constantly evaluate-what is there in it for me? Opportunities for growth in organizations, paid sabbaticals, special projects and assignments with stretch targets serve to be good engagement tool. Many companies provide certification courses and sponsored higher education opportunities to compliment employee experience along with leveraging learning and excellence in organizations.

Job Characteristics

Immersion in task performance is more challenging when task characteristics are unpleasant. Hence, employees need to find their work meaningful, and see a link between their work, and the company's goals and objectives (Hussein, 2017). Organizations need to design the job in a manner, which interests employees to give their best and contribute to the organizational goals.

Organizational Culture

Building a distinctive organizational culture which allow for alignment of individual and company values and goals is likely to go a long way in employee engagement (Kompaso & Sridevi, 2010). Research has shown that a culture that engages and empowers employees lead to better customer satisfaction. For example: the senior management at Southwest Airlines believes in empowering employees at every level. In order to ensure this, they eliminated strict work rules and inflexible job descriptions so that their employees could assume ownership to get the job done and get their planes out on time, regardless of whose "official" responsibility it is. The airline also gives employees the flexibility to "bend" company policy

if they think it would be in the best interest of its customer (Bhatia, 2011). A fair corporate culture based on high ethics may go a long way as people may get affected and disengaged by dirty office politics.

Rewards and Recognition Schemes

A 2012 Gallup study conducted across the globe showed that employees who received recognition for their work are more likely to increase their productivity and stay with their organizations. Rewards can be in the form of appreciation letters, employee of the month/year award, cash awards, etc. Employee contributions must always be appreciated even if they are small.

Involving Employees in Community Development

A lot of Indian companies, private as well as public, are involving employees to participate in different community development initiatives such as blood donation camps, celebrations with underprivileged children, various relief and donation camps. This is likely to create a sense of belongingness, pride and can encourage employees to be responsible citizens. This can be seen as an important engagement tool as well.

Diversity and Inclusion

Facilities such as day care, child care leaves, paid paternity, maternity and adoption leaves, mother's nursing rooms, options to women employees to return after a career break, flexi-work options as per one's needs, providing employment to transgenders and differently abled are good examples of practicing diversity and inclusion at workplace. Companies which are best known for practicing diversity and inclusion at workplace are Google, Mphasis, Godrej Industries, Forbes Marshall and TCS to name a few.

Clear Communication and Transparency

Communication channels must be used to clearly stress upon values, accepted norms of conduct in organizations, build confidence in employees and timely dissemination of information with periodic feedback on effectiveness of the communication (Joshi & Sodhi, 2011).

Work Life Balance

With increase in the demand of job and longer working hours, maintaining a healthy work-life balance has become challenging more than ever for employees. In order to ensure continued and uninterrupted service from employees, progressive organizations have started facilitating employees by payment of child school admission fee, electricity bills and other related services including taking care of family needs. These chores otherwise take away considerable amount of employee's time and divide attention to work. Flexi-workings have also been introduced by many companies (Joshi & Sodhi, 2011).

Participation in Great Place to Work Surveys

Organizations considered ‘employer of choice’ are more likely to have higher levels of employee engagement as they create workplace environments in which employees feel respected and valued, and the connection they feel with the organization is such that they are willing to exert discretionary effort in pursuit of its success (Joyce, 2004).

A CASE STUDY

We want to include a case study to understand the area of employee engagement more aptly. The case published on entrepreneur.com (Southwest Airlines, 2016) and belong to southwest airlines the most economical of all times.

Approximately four years ago Southwest Airlines, unveiled a new logo (a heart colored by blue, red and orange stripes) and it was ready to unveil a bold and bright new uniform design. But, instead of hiring an outside company for the undertaking, it appointed employees of the company to do the job. Before sometime the Southwest Airlines executives realized it was time to revamp their outdated uniforms, instead of hiring an outside designer, they put out an open call to employees from all departments. Any employee interested in contributing thoughts and suggestions and proposals to the design of the new uniform was welcomed. In response thousands of employee expressed an interest and the company eventually narrowed it down to forty-three employees.

These 43 employee met every two weeks in Chicago and Dallas to collaborate for the designs till nineteen months and the result was a more fashion forward and functional uniform for employees. The new uniforms were also machine washable, which is rare when it comes to airline attire. The employees who participated in this undertaking, called it an “unforgettable experience.” For e.g. Joan Mast, a flight attendant for the airline for 36 years. Now this whole process has resulted in some outstanding effect:

1. Incorporating employees into the creative decision making process allows for a more authentic brand. Sonya Lacore, VP of Cabin Services for Southwest Airlines, says that the new uniforms truly reflect the personality of the company’s employees, which would not have been possible if the uniforms were designed by an outside firm.
2. Also, the process of bringing employees all the employees from various departments, various cities and various job functions together made them interact and work together with fellow employees who otherwise may have never had an opportunity to do so, arguably contributing to a more cohesive workplace culture.
3. It allowed employees to apply innovative thinking outside of the scope of their day-to-day functions benefits both employees and employers and it led to employee engagement. As Savitz (2013) says that the engaged employees tend to be more motivated, more loyal and more inspired.

CONCLUSION

We began by reviewing the relevant social scientific literature relating various dimensions of employee engagement for understanding the phenomena. Then we mentioned some imperative studies of employee engagement done in Indian context along with the brief history of employee engagement practices in India. We also explored the challenges and difficulty of implementing employee engagement and proposed the solutions. The chapter highlights the most influencing factors of employee engagement in the organization with special focus on India. Initially both Indian and western studies of employee engagement practices were focused on high commitment work systems but after liberalization and globalization Indian corporations have seen a huge change in people management practices as strategic innovative HR, talent management, six-sigma in HR function, commitment-based HR and sustainable HRM. Essentially there is growing awareness about the impact of employee engagement practices on business which is more than commitment and job satisfaction. Employees and organizations are in a reciprocal relationship, hence, organizations must engage employees on a continuous basis in order to remain agile and sustain their competitive advantage. It is a valuable investment, which will not only enable the organizations to grow and flourish but is also likely to instill a sense of belongingness in employees. There are ample job opportunities in the market and employees are no longer bound to be loyal to any particular organization. Therefore, it is vital to give employees the freedom they seek and engage them on a deeper level so as to fulfill organizational goals. A proper need analysis is essential to embark on employment strategies for them to be effective and creating an employee friendly workplace. Engaged employees are not naturally born, but can be developed by organizational support and practices.

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Chapter 11

Crafting Engaged Employees Through Positive Work Environment: Perspectives of Employee Engagement

Tanusree Chakraborty
Rajalakshmi School of Business, India

Madhurima Ganguly
Heritage School of Business, India

ABSTRACT

The chapter focuses on the positive aspects of the work environment and attempts to throw light on how in organizations different perspectives of positive work, positive social connections, positive culture leads with a more satisfying work environment and engaged employees. Beginning with an understanding of the definitions of employee engagement, the chapter takes the reader through the pillars of positive work environment, through the significance of fulfilling relationships at work, leading to greater employee engagement, importance of hope, efficacy, resilience, and optimism (HERO), and communication in enhancing employee engagement and to a greater organizational oeuvre. The chapter has tried to cogitate that a culture of employee engagement can be built, and it should be fabricated through the tenacious efforts of managers and leaders in the organization. Thus, the chapter highlights that employee engagement should in itself become the culture of any organization, and the role of positive work environment towards building this culture is indispensable.

EMPLOYEE ENGAGEMENT: LEVERAGING THE INDIVIDUAL

In today's business world, the most commonly spoken terminology about retaining employees is employee engagement; every organization has adopted a system-wide goal of employee engagement. The benefits of employee engagement yield worthy tangible and intangible benefits to the overall business entity. It is a matter of fact that employee engagement is possible to be evaluated in terms of the overall organization;

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but it is also true that employee engagement is an individual-level construct (Shuck & Wollard, 2010). Employee engagement might also be identified as a term that has been more in discussions than actual practice. It is not that employee engagement is not practiced; it is a fact that the thrust on intensive and extensive employee engagement practices across all types of organizations should be enhanced. Employee engagement has its definite implications on the organization, organizational performance as an impact, but it is to be perceived positively and perceived judiciously by the employees who work in the organization. Positive psychology talks of employee engagement as it results in perceived organizational support among employees; their wellbeing is enhanced and commitment gets heightened. Whether it requires understanding what the drivers of employee engagement are or it needs to improve engagement levels worldwide, it cannot be denied that there are numerous challenges HR leaders do face while attempting to boost the right people behaviours. Right level of employee engagement allows employees to absorb their roles sooner, yield a higher quality of work and maintain a positive workplace marked by a happier work experience. Moving from individual to team experience, employee engagement makes a team to aspire to more, and the individual also witnesses that their hard work is appreciated.

Table 1. Employee engagement definition

Definition	References
A positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.	Robinson et al. (2004)
<i>"The extent to which employees commit to something or someone in their organisation, how hard they work and how long they stay as a result of that commitment".</i>	Corporate Leadership Council, 2004
Employee engagement concerns the degree to which individuals make full use of their cognitive, emotional, and physical resources to perform role-related work	Kahn, 1990; May et al., 2004
Defined as emotional and intellectual commitment to the organization or the amount of discretionary effort exhibited by employees in their jobs	Baumruk, 2004; Richman, 2006; Shaw, 2005; Frank et al., 2004
Define engagement as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption.	Schaufeli et al. (2002)
Employee engagement is defined as the cognitive, emotional, and behavioural energy an employee directs toward positive organizational outcomes	Shuck & Wollard(2010)
Engaged employees are <i>"Psychologically committed to their work, go above and beyond their basic job expectations, and want to play a key role in fulfilling the mission of their organisations", whilst disengaged employees were said to be 'uninvolved and unenthusiastic about their jobs and love to tell others how bad things are'.</i>	Blizzard(2004)
Referred to the concept of engagement in their work related to organisational effectiveness.	Katz and Kahn (1966)
<i>"An employee's drive to use all their ingenuity and resources for the benefit of the company".</i>	Best Companies, 2009
Employee engagement is a positive force that motives and connects employee with their organization, either emotionally, cognitively or physically.	Wellins and Concelman, (2005)
Explained it as a state of being positive, manifesting through enthusiastic contributions of intellectual energy, attitudes of optimism and evidence of meaningful relations with others.	Alfes et al. (2010)
<i>'Engaged employees are more likely to advocate the organisation as a place to work and actively promote its products and services'</i>	Scottish Executive Social Research, (2007)

POSITIVE ORGANIZATIONAL CULTURE AND INDIVIDUAL ADAPTABILITY

A constant feature of today's work environment is large -scale change (Robinson and Griffiths, 2005). Companies are all the time converting their style of doing business while reciprocating towards enhanced global competition, a varied group of employees, ever more complicated work environments, and shareholder demands. (Lawler, 1986; Pettigrew, Woodman, & Cameron, 2001; Robinson and Griffiths, 2005). Even though those alternate techniques need to boost up an corporation's strategic and financial dreams by means of reforming organizational approaches and offering cost saving options, that is not a frequent scenario as people find those transitions much more intricate to enjoy (Marks, 2006). There is additionally an increasing agreement that a key factor in figuring out the fulfillment of any organizational change includes employees recognition of it (e.g., Bartunek, Rousseau, Rudolph, & Depalma, 2006) and participation at some point of the change procedure

Unquestionably, a person's capacity to adjust to change is a key instance for managers to understand and grow inside their organizations, which makes individual adaptability an imperative area of study. Studies have reliably demonstrated that change can be horrendous for people inside an association (Amiot, Terry, Jimmieson, and Callan, 2006; Ashford, 1988; Burke, 1988; Callan, Terry and Schweitzer, 1994; Kanter, 1983). Henceforth, it is useful for managers to outline employee's responses to change in flexible ways with a specific end goal to better encourage positive change. While a person's capacity to adjust to change partially originates from his relatively steady features, it is mostly influenced by organizational culture.

Flexibility of organizational culture is the viable level exhibited by the organizations while confronting distinctive difficulties and reacting to different changes that must be experienced. The culture must adjust to the dynamic organizational situation so that it hopes to perform well in the long haul. In this way, each individual within e the organization must plan to take pressure from the external environment. To do that, a versatile culture is one of the keys to organization's survival.

Positive OB is believed to be the use of positive human asset qualities and mental restrictions that can be estimated, created and adequately overseen for execution and change (Avey, Wernsing, and Luthans, 2008). A positive organizational culture is an essential component of positive organizational behavior. Organizations with a positive organizational culture revolve around remunerating employees and making a situation where they can create, develop and work at their maximum capacity (Robbins and Judge, 2012). Employees, who are more engaged, utilize their gifts, create beneficial connections, and nurture themselves through those connections. It equips them to perform efficiently under pressure as well. They have innovative ideas that give a boost to their organization. (Van Allen, 2013). Sok and associates (2014) found that nurturing work culture diminish negative work-home overflows, take into account more adaptable work-home arrangements, draw and retain more competent employees.

Positive organizational culture is likewise found to neutralize the negative impact of bad news (French and Holden, 2012), which is significantly active amidst the change procedure. Though all changes are not beneficial to the worker, positive organizational change is viewed as any change that accomplishes more positive than negative for any organization in terms of employees mental faculties, conduct and performance that might be influenced by the change.

PILLARS OF POSITIVE WORK ENVIRONMENT

Organizations need to motivate employees to enable them to perform at their fullest potential. Henceforth, they need to provide them a proper work environment that fosters innovation and creativity. A proper and positive work environment can build a pool of engaged employees who will create milestones for the organizations. The basic ingredients or pillars of a positive work environment are discussed below:

1. **Transparent and Open Communication:** When employees aren't speaking across departments, leaders want to build practices that improve relationships among one of a kind of teams. There need to be an impactful culture of open comments and communications, for instance, the globally allotted group can be added together for an each day video name to rejoice latest successes and collect guide for challenges. The key performance indicators have to be determined past dialogue with the employees and should be made transparent and open to all. It's prudent to keep regular face-to-face interactions where the leaders can ask questions empathetically about the subordinates challenges and constraints. Leaders can comprehend precious insights into the operations of each department by way of preserving normal, direct conversation with team members, and be able to solve problems quickly. Communication and employee feedbacks aren't just techniques for inspiring people; they're also mechanisms for reinforcing worker loyalty, constructing alignment round goals, and increasing productivity.
2. **Give and Take:** Organizations have a keen interest in nurturing giving behavior. A willingness to assist others to fulfill their dreams is the primary necessity for powerful collaboration, innovation, improvement of quality and service superiority in providing services. In offices wherein such behavior becomes the norm, the advantages multiply quickly. A powerful way to justify both give and take is to assemble a relational account"—a rationalization for an individual request that focus on apprehension for others.
3. **Work life Balance:** Work life Balance is a very important aspect to motivate employees and maintain a positive work environment. Numerous aspects of life actions that need to be unprejudiced with employment can also encompass lessons, journey, game, voluntary work, individual improvement, recreation or care for the elderly people. Organizations can execute different work-life activities that may help employees to better adjust their work and family duties, pick up changes in wellbeing and provide organizational benefits. There are huge assortments of family friendly strategies which incorporate yet are not restricted to these areas: adaptable working hours, job sharing, part time work, compact work weeks, parental leave, and work from home, crèche. Also, managers may be provided with a scope of advantages identified with workers' wellbeing and prosperity, including broadened medical coverage for the employees and dependents, personal days, and availability to projects or services to empower wellness and physical and emotional well-being.
4. **Training and Development:** Training and development are fundamental key devices for viable individual and organizational performance. Hence, organizations are investing monetarily on it with assurance that it will win them an upper hand in the realm of business. However, for any organization to accomplish its expressed objectives and target in this focused world, sufficient and pertinence preparing and improvement of staff can't be over stressed. Organizations are relied upon to recognize training needs of its employees and prepare training programs that will help to ideally use their workforce towards completion of business target.

5. **Recognition:** Recognizing employees is essential to keep them nurtured and retained in the work environment. They likewise need to be esteemed and acknowledged for their work. Employees have faith in unbiased treatment, and respect those who are giving them fair treatment. They need the open door for advancement and contribution in the association. A recognition program can enable leaders to meet their organizational objectives by drawing in and holding high-performing workers. Numerous associations direct a planned retention program for the reasons underneath:
 - a. Building a positive work atmosphere
 - b. Building a culture of recognition
 - c. Nurturing high performance
 - d. Reinforcing desired behaviors
 - e. Enhancing employee morale
 - f. Supporting the organization mission and vision
 - g. Enhancing retention and reducing turnover
 - h. Enhance loyalty
 - i. Nurturing a culture change
6. **Team Spirit:** Employees working in any team is very important in an organization. Team spirit is the essential attitude to perform in a collaborative way in an organization. Team spirit can be enhanced by:
 - a. By empowering all inclusive participation among colleagues and divide them in small groups to enable them to cooperate by supporting each other.
 - b. By recognizing non value added work, for example, Bureaucracy, network, and inefficiency that restricts the feeling of loyalty within the team. Apart from that, team members can be involved into action plans that alleviate useless jobs.
 - c. By building a solid and stable connection between the organization and clients. Organizations need to include their clients in different occasions, training events and make them participate in different festivities. This will help to manage the characteristics and effectiveness of organization's items and services in presence of huge number of individuals.
 - d. By offering autonomy to the group and keeping everything as basic as would be prudent. One ought not to work toward making things superfluously confuse and should focus on keeping the tenets, controls, frameworks and standards indulgent.
 - e. By building up a solid situation by advancing humour and amusement sessions. This can help in discharging strains and will enhance the intensity of assurance. It should be guaranteed that humors don't mask point among the colleagues.
 - f. Leaders should Share some tea with all his colleagues and reveal to them his genuine encounters of how he has crossed all hindrances and extreme circumstances to achieve where he is today. This will rouse them and help them fabricate a much stronger organization.
 - g. By keeping away from any sort of difference and miscommunication as these can prompt negative feelings and hamper the sentiment of unity.
 - h. By identifying and take part in all the huge activities and milestones reached and should attempt to approach all towards an optimistic state of mind with a feeling of "we will win"
7. **Spread Happiness:** Organizational culture must enable employees to feel happy in their workplace. There should be participative management practice coupled with delegation of authority, so that the leaders do not feel dominated by any single organizational member. Enhanced team spirit with genuine mutual appreciation can make employees happy. A sense of belongingness and be-

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ing supportive of each other can make the employees feel happy as well as make others happy by spreading happiness all around.

8. **Encourage Positive Thinking:** Positive thinking makes employees feel better. Researchers suggest that it makes someone feel optimistic both in the present and in the future. Frederickson's in his famous broaden-and-build theory (1998, 2001) has asserted that negative emotions restrict pool of actions to be undertaken, while positive emotions spread the yardsticks of creative thinking, consideration and reasoning ability, subsequently augmenting the emotional capability of people.

Frederickson (2009) identifies the *ten most common positive emotions* as joy, gratitude, serenity, interest, hope, pride, amusement, inspiration, awe and love.

- a. **Joy:** is explained to describe the continuity of happiness, ranging from mild comfort to thrilled bliss. This is the most widespread one to be recognized and the one most usually required. However, it is more of a temporary nature, quick to appear and rapid to fade, though happiness can be enhanced holistically by identifying more joyful objects and events.
- b. **Gratitude:** Gratitude is one of the most grounded associates with joy. Basically by being thankful for what you have, you are concentrating on the positive, instead of being troubled about what you don't have. Offering thanks duplicates this as it strengthens the interior uplifting mentality as well as both of these picks up the unselfish joy of helping other people. This positivity gets reflected in their 'appreciation for appreciation' and how they look to make us cheerful in future.
- c. **Serenity:** Serenity is the calmness of being satisfied with what one has. It is an Epicurean delight in the way Epicurus characterized joy as the nonattendance of agony. Peacefulness is connected with higher profound states where the individual feels at one with the universe and neither a casualty nor a recipient of destiny.
- d. **Interest:** Individuals have enthusiasm for those things that will assist people with meeting needs and accomplish our objectives. Interest is likewise started by uniqueness which provokes our inquisitiveness leading to excitement. Simply appreciating what is happening in the environment and on the planet there is space for the delight of disclosure to show up.
- e. **Hope:** Hope is expectant bliss. It is the joy of an expected future where great things happen and individual encounters delight or other positive feelings. Hope is related with positive thinking and regular predisposition of individuals towards this can bring joy into a troubled circumstance as they consider ways of improving.
- f. **Pride:** Pride comes with both negative and positive consequences. A prideful individual is presumptuous and worried about their status over others. They may feel glad, however to the detriment of others. The more positive type of pride is epitomized by the pride in one's work or one's group. It is a pure and innocent type of pride as it is inherently felt and isn't antagonistic towards other individuals.
- g. **Amusement:** Happens when people discover something entertaining, from jokes to the mixed up nature of our general surroundings. Humor is a simple method for interfacing with others and a mutual feeling of delight is a useful social bond. Being effectively interested is likewise not to consider things excessively important, particularly ourselves. In any circumstance if one can giggle at their own oversights then one can be glad forever.

- h. **Inspiration:** Inspiration is the thing that is felt when one sees perfect aptitude or hears an incredible discourse, and are roused to accomplish something therefore. Along these lines, inspiration is a solid motivational power and can be intense for evolving minds. Pioneers specifically will utilize this, especially when utilizing magnetic and transformational styles of initiative.
 - i. **Awe:** Awe is the feeling experienced when one sees a great dusk and happens to encounters an extraordinary craftsmanship and wonder about the ability of the craftsman. This can be accomplished through energy about painting, execution or some other imaginative articulation. Awe can be spiritual bliss as one stands amazed at the wonders of the unending universe or the totality. Wonder can come just from receptiveness to involvement. When one thinks about the miracles around themselves and even inside themselves they can simply feel in wonder, all things considered,
 - j. **Love:** Love is an impactful feeling which is first experienced as a newborn child from the parents and caregivers. It is enchanting and there are a few forms that could possibly look for response. The most perfect and undiluted form of love is unequivocal love, looking to give and not to get (romantic **love** looks for both to offer and to get fondness).
9. **Encourage Fun:** Organizations should enable employees to enjoy some fulfilled activities as well. The Human Resource Department should take initiatives to foster employee engagement initiatives that will generate fun amongst the employees. Celebration of special days in the organization like birthdays, anniversaries and special events will make the employees have fun amongst them.
 10. **Appreciation:** Employees want to be appreciated in the organization as it is a great source of motivation for them. Appreciation can be through monetary forms or non monetary forms. A small and positive gesture by the leader can serve as a great source of appreciation for many employees. An effective leader should understand that gestures like small pat, smile, and some positive words in any meeting may serve as source of big appreciation for many employees, which is absolutely no cost incurring organizational practice.
 11. **Reducing Stress:** Stress acts as a potential inhibitor of employee's happiness and satisfaction. A moderate amount of stress is positive for functioning of any employee, whereas the stress level rising above the threshold level creates distress amongst the employees. A growth mindset oriented organization encourages healthy competition amongst employees that does not lead to any organizational politics that foster stress. Organizations now-a-days also arrange life management workshops for reduction in stress level of the employees.

SOCIAL CONNECTION FOSTERING ENGAGEMENT

Man is a social animal. At every phase of life, starting from childhood, man has always wanted to be in groups, being best buddies to others, be a part of play group; and always felt offended when he used to be cast out of any group. So there has been an inherent need in human beings to feel the social connection. It cannot be denied that being human beings, people hanker for contact and association with other people. But when it comes to workplace scenario, this might not be so obvious. Many employees find their workplace to be a very lonely place, quite dull and monotonous.

Crafting Engaged Employees Through Positive Work Environment

Social connectedness is the measure and experience of having the feeling of belongingness and relatedness among people. For workplace, it is the sum of all the various people interactions, starting from collaborating with a manager to asking a colleague out for lunch. The higher the social connectedness, the employee feels a sort of psychological safety. Those who are engaged in full-time jobs, expend a majority of their daily time at the workplace, for them it is quite obvious that they have to have satisfactory work relationships which are so vital to employee well-being. Robust social connections have been found to impact people's physical and psychological health positively, and that has a positive impact on performance. In his book, *The Happiness Advantage*, the author Shawn Achor (2010), says that social connection is the main predictor of happiness and is also related to reduced stress. Achor asserts that that friendship increases happiness, and that happiness reduces emotional states of stress. He has also claimed that most resilient people are those who invest on social connections and understands the benefits of those. Social connections help boosting wellbeing in a lot number of ways. When employees are together and they have a fellow feeling, they start celebrating many small successes in their team, and also celebrate birthdays and anniversaries, have appreciation days, go for team lunch and senses engagement. Companies are today trying to foster lots of team building activities, breaking the initial ice, and bridging some social connection. In this way, the island like multiple functional areas also gets socially connected and employees feel more engaged. Companies are also engaging in walking clubs, and the American Heart Association's Workplace Walking Program Kit is gradually becoming very popular. Companies are using this toolkit, setting up their own routes around the office and celebrating as well as rewarding their employees who are coming out of sedentary lifestyle. This is physically being more productive and socially getting connected. Employers are also making attempts creating social engagement by organizing healthy potlucks among team members. Another choice is a weekly team which endeavours to bring employees together.

This is an era marked by social networking, emails and Facebook and Whatsapp, where hardly there are chances for social interaction among people. Technology may be advancing very fast and machines becoming more and more intelligent, it is very obvious and humans need to socialize; and if this social connectedness need is not met, it might have major impact on employee health and well-being. As technology has an increasingly momentous place in our lives, the significance of creating and preserving social connections becomes more important than ever. And with this background, researches are conducted towards employee wellbeing and understanding, creating and maintaining engaged employees (Marchington & Kynighou, 2012). Another relevant area of research that focuses on this is positive organizational behavior (Luthans, 2002). With transparency and belief at the core of employee engagement, corporations that embrace flexible plans often get the finest talent through the door, lesser absenteeism, improved retention and increased productivity. The popularity of open plan design has come under examination; with employees reporting that they dislike their workplace environment.

In business researches trying to identify employee engagement perspectives, it has been found that if there is not sufficient employee engagement, it may impact employee productivity, business profitability, lead to employee turnover, increased absenteeism and also have negative impact on employee safety record. Enhanced employee engagement addresses many business challenges, and gives employees justified reasons to stay committed to business.

So every organization should attempt to foster social connectivity among employees through practices like:

1. Organizing half- or one-day workshop that foster fellow feeling and also learning together.

2. Organizing events to encourage a healthy lifestyle.
3. Volunteering and taking part in charitable events; this fosters credentials of the company and individual employee too.
4. Arranging board games that involve team work in the name of giggles and laughter.
5. Happy hour events offer some light at the end of the tunnel after a demanding work week or deadline
6. Engage in collaborative communication activities, problem solving and/or decision making activities
7. On-site yoga and little mindful meditation enhances social connectedness and also they can reduce stress and anxiety
8. Retreats are a great way to reward employees with time out of the office
9. Creating friendly competition and prompting creative inspiration.
10. Friendly employee rivalry can actually help boost morale
11. Create fun programs that regularly and organically reward kind deeds, excellent performance and important accomplishments both personal and professional.
12. Activities to ensure positive relationship among employees;
13. Developing team synergy through innovation, Improving team relationships, Creating solution focused thinking

The concept of social ‘connectedness’ embodies a potentially valuable avenue for discovering the nature of work organization, and the impacts represented for employee wellbeing in a workplace. Realizing this, trends of adopting social connectedness software’s are in place, diverse range of organizational social software tools, such as wikis, weblogs, and social networking sites, are bundled and integrated into enterprise social software platforms (Chan and Morgan 2011). After implementing Employee Social Softwares, companies are experiencing notable changes in the way their employees are interacting and communicating internally (Aral et al. 2013). Besides impacting information distribution (Trier and Richter 2014) or knowledge supporting behaviors (Zhang and Wang 2012), the present day network structures also transform relationships among employees (e.g., Majchrzak et al. 2013; Riemer et al. 2015; Scheepers et al. 2014).

So, at the heart of social connectedness is being able to share and speak with your colleagues, have a feeling of being more valued and more connected to workplace.

H.E.R.O AND EMPLOYEE ENGAGEMENT

Among the many other psychological factors that fosters engagement at work, and have been discussed under different sections, the concept of H.E.R.O is one of the most pertinent clusters of psychological factors that impact employee engagement. In the latest literature, HERO (Hope, Efficacy, Resilience and Optimism) have been summarized as constructs for Psychological Capital or PsyCap (Luthans et al. 2004). All these variables are uniquely related to PsyCap and are grounded in theory, established as having a positive relation on attitudes, behaviours and performance, and they are identified as psychological states that can be developed (Luthans, Youssef & Avolio 2007). All these elements are also related to thriving. In the following sections, the concept of H.E.R.O and its relation to employee engagement is being discussed.

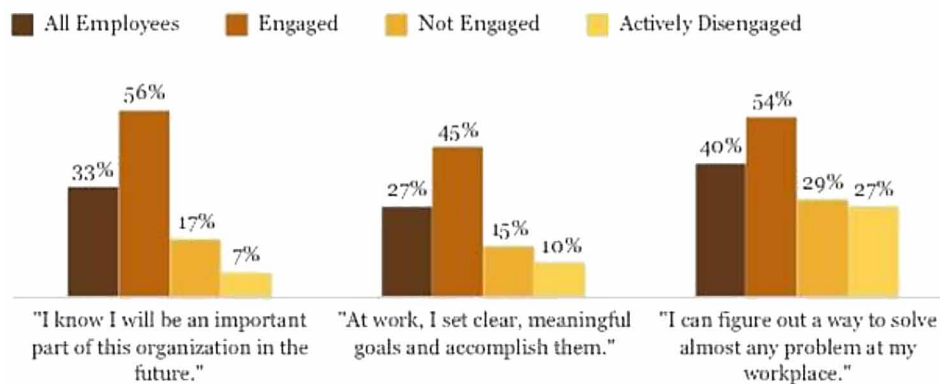
Hope (H)

Positive psychology at work offers emphasis on hope. Hope can be referred to as the concept that someone could have an optimistic view of what happens to him in future. Hope tells us how the man or woman's belief of his/her ability to certainly recognize his desires, and accomplishing the goals and maintaining motivation are interlinked. Hope can also sound like an ethereal notion; however it is extremely essential to effective management. It enables employees in an organization continue to be positive and efficient within the face of adversity. The employee has a futuristic perception about himself. Due to the fact he has hope, he sets dreams for himself. Hope permits for the revitalization of commitment and self-control even when antagonized with blockages, some other pertinent and alternative pathways were proactively determined. The consequent increase in strength of will in turn motivates the quest for still further alternative paths in mild of the realities of the recent state of affairs. This hope system permits blockages or troubles to be perceived as demanding situations and learning opportunities. For employee engagement, encouraging hope is an indispensable requirement of those who lead other people, not because it's required, but because it's unbelievably important to followers. In today's job scenario, every job is oppressed with intricacy, change and challenging objectives; at the face of such anxiety, the engagement of the employee can be held upright with hope. Hope provides revitalization, drawing even stressed employees out of perceived impossibilities into a positive future filled with responsibilities.

Figure 1.
Gallup (2006)

Engaged Employees Are More Hopeful

In a 2009 study, Gallup asked more than 20,000 employees to rate their level of agreement with three statements on a five-point scale in which "5" meant strongly agree and "1" meant strongly disagree. The results indicate that engagement levels are most strongly related to the item that directly addresses employees' sense of security in their organizations. Just 33% of employees overall strongly agreed with the statement "I know I will be an important part of this organization in the future." However, a majority of engaged employees (56%) strongly agreed, versus 17% of those who were not engaged and 7% of those who were actively disengaged.



Source: Gallup. Percentages reflect those who rated the item a "5" on a 5-point scale.

Efficacy (E)

Taking its roots from the early works of Bandura, it could be stated that efficacy or self-efficacy is the circumstance in which the person has both the self-belief to perceive the pathway and self-belief in his or her personal skills to obtain the desired end result with the aid of their very own behaviours (Bandura, 1977, 1997, Maddux, 2000). Maddux (2000) says that efficacy tell someone what he believes he can do, not what he plans to do. Due to the belief in self, Maddux says that people no longer only create positive desires for themselves however also removes negative goals. People attempt to engage in activities that they suppose they may be able to do and they will decide how a lot attempts they are going to give results and the how in the long run sustainably they may keep persisting in their efforts based on their sense in their personal self-efficacy (Bandura, 1982). Loss of self-belief can be the impact of a single experience, ingrained negative thoughts, or people behaving consistent with their expectation. Whatever the cause, people missing self-confidence or self-efficacy can be far more reluctant to tackle new challenges, much less resilient to failure, and much less prompted towards sustainability. Given the high value that this involves, there's super scope to use the techniques defined to improve human being's feel of what they're able to and permit them to comprehend their capacity.

Resilience (R)

Resilience is one of the major contributors towards employee engagement. When a person is highly engaged in the job, it is true that they feel to attracted and connected to the job, that no obstacles can actually stop them from proceeding ahead. Emerging into a healthy and contented working place needs improving the sustainability of work that employees perform, and the enterprise's resilience when pressure is felt. It additionally pays dividends via extended loyalty and dedication and support from employees. But, the purpose isn't always sincerely to get additional output out of the employees. It also needs to demonstrate your commitment of social responsibility. This is a matter of ultimate importance to the employees to shareholders and to customers. Engaged employees are much more likely to remain bonded and together with their employers for longer, decreasing the job of recruiting more people. A vibrant, invested group of workers is generally perceived as additionally attracted to their jobs - particularly to millennial in their quest to discover jobs which might be enjoyable and inspiring. Employee engagement opens avenues to train employees, hone ability sets and expand an effective expertise base from inside. How can organizations start chipping away at those disengaged figures? According to Cross et al. (2003) companies gain from positive dynamics and an energized group of workers because employees work nicely collectively, when relationships are supportive, inspiring and information is freely shared. Resilience offers self-directed motivating mechanisms and processes that could have an effect on job overall performance and desired positive job attitudes. When resilience is high, employees start believing in themselves more, and solve problems, which has been discussed earlier as self-efficacy. They also start believing that good things will happen to them. Here the outlook refers to the concept of optimism. Organizations are trying these days to develop resilience among their members and engaging in activities to enhance resilience. With resilient and engaged workforce, skyrocketing achievements can be witnessed. Engaged employees are expected to bounce back from difficult situations much more, as they care about the future of the company, success of the company. Resilience and engagement among team members must be developed through focusing on employee growth, having a stable system to recognize employees, bringing managers to a common pool of participative decision making and the like.

Optimism (O)

Optimism of HERO is a very important contributor to employee engagement. Literature reveals that there is a strong connection between optimism and employee engagement, and higher optimism leads to higher levels of individual performance. Optimism is a component of human behavior, can also be referred to some kind of attitude, which says that a person's belief of consequent outcome of a situation would be positive. Optimism is all about how a person thinks that at the face of any uncertain situation; his output will be the best. Optimism is also associated with self-efficacy which refers that an individual is certain that he will fulfill any job efficaciously (Gist and Mitchell, 1992). Research evidences show that optimism is linked with employee productivity and it boosts engagement. Researchers have also explored and found that there is a healthy connection between optimistic behavior of employees and their performed task particularly in manufacturing sector (Green et al., 2004). Generally optimist individuals perceive stress at work as more eventful and challenging in nature rather than being pulled down by them. They display both a contingent and a general tendency to depend on vigorous, problem focused strategies, and are found to be more organized in case of stressful events (Carver, Scheier, & Weintraub, 1989). Optimism can be emphasized as a basic requirement in managerial work, in every organization, managers are desired to look forward to the future with a lot of hope, expect positive results, and also be creative in nature. Optimistic managers generally tend to treat difficulties as an opportunity, and thus deserve their engagement in work. In a study conducted by Hakanen & Lindbohm (2008), optimism was found to be correlated with work engagement among survivors of cancer. Optimism cushions the negative effect of low job resources on work engagement, and on the other, optimism enables the deployment of job resources thus improving the practice of work engagement.

OPEN COMMUNICATION: LENDING EARS TO EMPLOYEE PROBLEMS

An effective manager should lend an open ear to the employees and try to get the real fact by asking questions, rather than assuming. Sometimes, there is a misconception, that listening equals to agreeing, which an effective manager should never agree to. The manager can simply accept the facts irrespective of his consent and then act upon it.

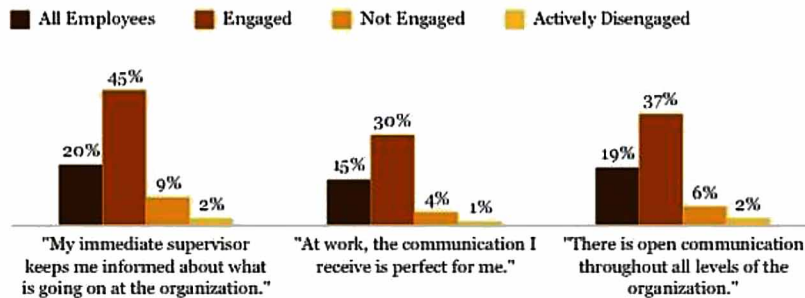
While listening to any employee, manager must pay attention to nonverbal cues or body language, which is very important for any manager concerned. The very essence of open communication is to listen and act in a complete non-judgmental way. Employees grievances needs to be heard patiently, which fosters an open environment in the organization because unless listened and addressed properly employees would find other outlets for their feelings like meetings with fellow employees, union representatives, government agents; or through passive-aggressive behavior such as work slowdowns, carelessness, tardiness, absenteeism, and apathy.

The culture of Communication needs to be one of the major requirements for developing a culture of employee engagement – communication in terms of its frequency, in its correctness and depth. Employee and his/her peers needs to be accountable for building a culture that energizes high performance and higher employee engagement. Employees need to feel that their abilities are trusted and their involvement is factored. In order to develop a culture of strong internal communication effort should be made to understand internal communication as a regular priority of the manager's activity and also as an important substance of each employee's work.

Figure 2.
Gallup (2006)

Communication Is Key

In a 2009 study, Gallup asked more than 20,000 employees to rate their level of agreement with three statements on a five-point scale in which "5" meant strongly agree and "1" meant strongly disagree. The results indicate that engaged employees are five times as likely as those who are not engaged to strongly agree that their immediate supervisor keeps them informed about what is going on at the organization -- 45% vs. 9%, respectively.



Source: Gallup. Percentages reflect those who rated the item a "5" on a 5-point scale.

In a study of Gallup's Communication Index was derived by testing an extensive series of items -- in this case, ones that addressed organizational communication and information flow. Individual item results indicate that engaged employees are five times as likely as those who are not engaged to strongly agree that their immediate supervisor keeps them informed about what is going on at the organization -- 45% vs. 9%, respectively.

A manager should take the following steps to facilitate the process of open communication and emphatic listening:

- Setting the appropriate environmental and conditions.
- To be Mindful
- To be non-Judgmental
- To offer perspectives
- To be empathetic

The ability of listening turns out to be critical when "upward communication." is discussed. There are numerous roads through which managers can send messages descending through a business association, yet there are few roads for development of data the upward way. Talented communicators can construct compatibility with associates and business partners, which can help move along more proficiently. They know whose skill to tap when they require help and are proficient at settling clashes and building agreement among colleagues.

One's efficiency in using the quality of leadership and the vigor of a company is improved by one's ability for communication. When leaders and managers are properly acknowledged and cherished they are followed and supported. In the workplace, supervisors and their employees have chance to develop non-threatening reciprocally satisfying relationships which turn out to be fairly helpful towards individual and organizational health. They are synonymous to any meaningful relationships. Supervisors who achieve such relationships with employees are said to practice an affirmative human relations

DEVELOPING A CULTURE OF EMPLOYEE ENGAGEMENT

Positive psychology talks about people's strengths and how in general they mature and flourish (Luthans, Youssef, & Avolio, 2007). Sok and colleagues (2014) in their research came with the conclusion that if there are supportive organizational cultures in an organization, it generally reduces negative work-home repercussions, it allows employees a higher flexible work-home arrangement and draws and retain higher number of engaged employees. Not only that, such employees are found to be more valuable to the organizations as well. A positive organizational culture has also been reported to shield the unhealthy effects of bad news (French and Holden, 2012). It is truly momentous that in any organization, there should be attempts made to develop a culture of employee engagement. This is of course a slow and time consuming process. But it needs to be ongoing. When an employee is engaged within their organization, everyone benefits. Engaged employees are actually the builders of any organization. Research reports that companies in the 99th percentile of engagement have four times the success rate (Van Allen, 2013). While organizations are intensely trying to maximize the influence of every employee to corporate imperatives and metrics, employees also want to find some meaning and happiness in their work. Policy makers do accept that the outcomes of employee engagement are positive (Saks 2006). So, from every perspective, if engaged employees bring prosperity at workplace, why not deliberately develop the culture of employee engagement. Organizational culture has a long way to go with employee engagement. Employee engagement in itself has to become the culture of an organization. Culture in the organization is transmitted through the managers, who have the major influence on employee engagement. They must be encouraged to develop meaningful relationships with staff, recognize good performance and create work that is challenging and has some purpose. Truly great leaders evolve from simply managing others to developing employees to their fullest potential. Some drivers of engagement include the support supplied by the organization, such as an effective performance management.

Researches show that there is significant impact that management has on engagement levels from the moment people join an organization. As Ott et al. (2007) suggest, through name and through the capability to choose the right people, good management can bring people into the organisation with the

Figure 3. Engagement drivers
Source: IES Engagement Survey, 2005.



possibility to be highly engaged in their work. As long as the employee remains in the organization, it is the excellence of the relationship between a manager and employee that can be a crucial driver of engagement and pleasure with the organization.

Robinson et al 2004, has indicated that certain factors are highly important for developing the culture of employee engagement in an organization. Those factors should include two way communication, co-operative management, employee development, employee health and benefits, transparent HR policies. Besides these, not to be ignored factors like the type and nature of work the employee does, purposeful work and meaningful contribution, timely rewards and recognition, encouragement, and again social connectedness. HR managers along with the line managers also have a key role to play.

CONCLUSION

On the basis of the discussion carried in the chapter about the role of positive work environment in engaging employees, it can be concluded that, positive work environment has definite effect in employee wellbeing, productivity and engagement. When positive work environment is instilled in the culture of the organization it can be said that there is a connection between employee engagement and business results. So, it would not be an exaggeration of fact that employee engagement is associated to employees' attitudes, behavioural intentions, and expressed behaviors. Enhanced organizational performance is significantly expedited when employees feel engaged at work. An engaged employee in a positive work setting will be more proactive and committed to high quality work output.

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Chapter 12

Gamification: An Employee Engagement Strategy for Organizations of 21st Century

Sonu Kumari

Panjab University Chandigarh, India

ABSTRACT

In this chapter, the author explores the concept of gamification in general and in context with employee engagement. The emergence and definitions of gamification are explained in the initial part of the chapter. Later, the benefits of gamification, in general, are listed and the linkage between the two (i.e., employee engagement and gamification) is explained. The broad aim of this chapter is to explore gamification as a strategy for employee engagement in the 21st century organizations and how these two are linked. The focus areas for the implementation of gamification form the proceeding section of the chapter. The chapter also highlights the benefits and criticism of gamification. Later, the author states the ways by which organizations are benefitted with the application of gamification. The criticism of gamification is discussed in the concluding part of the chapter, and the chapter will also facilitate the readers by exemplifying how organizations implement gamification on a realistic level.

INTRODUCTION

In today's dynamic work environment, where average tenure of an employee is 4.4 years and job security is doubtful, it is hard for employers to engage employees (Employee tenure summary, 2012). The practitioners in the field of Human Resources claim that employee engagement is essential to organizations' success. Studies have even proved that engagement helps organizations' bottom lines (Epstein, 2013). A study by Kruse (2012) highlights the fact that companies with high engagement have higher customer loyalty and sales, fewer quality errors, lower turnover and absenteeism, and higher overall revenue and shareholder returns.

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The efficiency of Human Resource Management field can be measured in many ways, but employee engagement stands out to be the most significant ones. This is the reason for which employee engagement is still a topic of wide research from years. But it is not easy for organizations to keep their employees engaged one of the major cause being entry of younger generation representatives in the workforce. Hence organizations are bound to inspect and implement some of the new tools and techniques that respond more effectively to engagement needs. While highlighting the importance of employee engagement, former General Electric CEO Jack Welch stated that when ranked, employee engagement should come first, with customer satisfaction and free cash flow coming in second and third, respectively (Mello, 2015).

Within the last two decades, employee engagement has become a matter of concern for organizations specifically for their HR department. Most HR leaders across the world are keeping a regular watch on their employee engagement scores and businesses are also making efforts to build teams that are inclusive, passionate and multi-generational by nature (Bersin, 2014). Such teams are assumed to outperform increasing competition. Literature and research in the field of management suggest many employee engagement drivers that can boost productivity.

Research also shows that the engaged employees are more likely to present desirable behavior and attitudes at work. They are more committed to the organization and effectively contribute towards the betterment of it (Harter et al., 2002). Few efforts on the part of organization also lead to better engagement of employees; caring management and visionary leadership, inspiring goals, meaningful work, personal growth, and development, are a few of them.

Some of the most commonly used employee engagement initiatives include feedback and goal tracking, engagement surveys and encouraging employee feedback, ensuring employees' comfort with the organizational culture, events like special lunches for recognition, and rewards programs also contribute to it (Clark, 2012). Some companies even create internal social networks and learning management systems to improve engagement. The above-mentioned engagement initiatives and games both use elements like technology, feedback, and rewards.

Most of the sources also suggest that in order to make the employees feel true ownership for their duties it is important to keep them informed about business goals and processes. It is also seen that companies that have engaged and empowered employees are able to increase customer satisfaction by over 40 percent, improve profitability by nearly 30 percent and boost the overall performance by nearly 36 percent (Melcrum n. d.).

Organizations have now realized that the abovementioned initiatives do somewhere lack in providing intrinsic motivation and workplace can be well suited to modern concepts like enterprise gamification for engaging employees. Some organizations even combine gamification systems with their social networks and linkage with game mechanics in order to increase participation of employees. Some organizations have also started taking related employee achievements into account to give more comprehensive, quantifiable performance reviews (Stevens, 2012). However, the degree to which organizations apply gamification and the weight they give to it may vary (Epstein, 2013).

With the increasing demand for good performance at the workplace, it has become difficult for employers to keep their employees happy and satisfied. This lack of happiness and satisfaction leads to poor or below average performance and other adverse consequences like job dissatisfaction, workplace violence, workplace theft, high employee attrition etc. Research in the field of employee engagement has always focused on finding solutions to the above-mentioned issues. The concept of gamification is an important outcome of such research.

Gamification

Undoubtedly, humans have an instinctive enjoyment of play, and games have always been an integral part of human civilization since the very beginning. Games even hold an amazing ability to grip people's attention for a long time, build relationship, win recognition and develop creativity. Games are also used widely for gaining business advantage by attracting, engaging, motivating and retaining talent (Saha & Pandita, 2017).

The concept of gamification is an important outcome of such research that focuses on finding innovative ways to engage employees. Gamification attempts to incorporate game elements into non-game environments and is gaining popularity in organizations of the 21st century (Deterding, 2011). Hence, it is important for organizations to investigate deeply into the concept of gamification as a technique for improving employee engagement in the long run.

Defining Gamification

The term Gamification first appeared in 2002 (first used by Nick Pelling in 2002); however, it has gained much popularity in 2010 (Mora, 2015). In the initial stages, it was defined as a basic marketing concept designed to engage users and solve the problem; slowly and gradually it was brought to other fields of study like Human Resource Management etc. While defining gamification, Huotari and Hamari (2014) highlight the role of Gamification in invoking the same psychological experiences as games (generally) do.

As defined by Deterding (2011), "Gamification in Human Resource Management is the usage of game-thinking and game mechanics in non-game scenarios, specifically in recruitment, training and development, and motivation, in order to engage users and solve problems. In business, the objective of gamification is to take techniques from game design and apply them in non-game contexts, so that the overall experience for the employee is more engaging. Jennifer Van Grove (2011) defined gamification as a process of enhancing services with (motivational) affordances in order to invoke gameful experiences and further behavioral outcomes. All the above-mentioned definitions commonly define Gamification, as the application of game mechanics to non-game environments for increased engagement (Deterding, Dixon, Khaled & Nacke, 2011)

Gamification is also wrongly assumed as just a way of creating a game or simply making an activity playful. However, this assumption doesn't seem to be correct, research states that gamification includes using such aspects of a game as challenge, thrill, competition and rewards (including social rewards) so that the everyday tasks are more engaging (Sarangi & Shah, 2015)

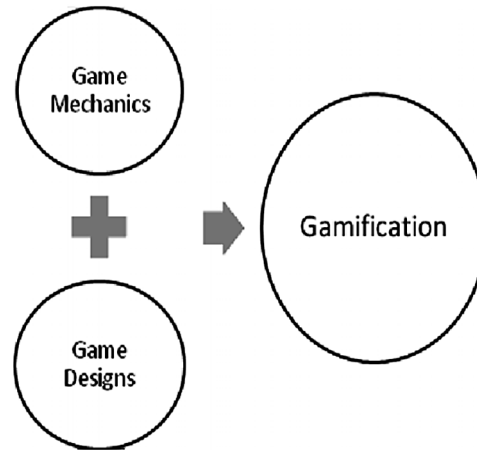
Elements of Gamification

One of the most essential elements of Gamification is 'game mechanics', regardless of the way how gamification is used, game mechanics are integral to all gamification programs. The scope of game mechanics include everything from accomplishments, virtual or physical portrayals of having achieved something, as far as possible, which make games all the more difficult, and therefore more engaging (Gamification of work, 2012).

Another element of gamification is game designs which involve tracking and analyzing a business process to create a benchmark, identifying the key actions for achieving these benchmarks, and using game mechanics to motivate and reward employees who complete those actions (Woods, 2012).

Figure 1. Elements of gamification

Source: Created by author



How Does the Art of Gamification Works?

Generally when game(s) are discussed to be a part of workplace, people imagine it as a waste of time as and it is the same mindset in case of gamification. But one should be clear about gamification and should not be fooled. The games under gamification are fun, but they are business-oriented. Some people even view it as a form of behavior modification using technology. However, behavior modification and gamification are not that similar because gamification is superior in many ways. For example:

1. It can reach everyone in the entire company with the click of a button.
2. It has a much smaller cost compared to physical rewards and motivators.
3. The rewards and achievements are displayed and longer lasting.
4. It provides instant feedback.

Gamification is a good way of engaging and motivating employees. It helps them to learn new skills, new behaviors, and new ways of solving problems. It uses consistent feedback to increase motivation. It also helps the brain to learn better over time without much stress and fatigue as it breaks down complex tasks into simpler ones.

Another reason for which organizations are moving towards gamification is that the classic rewards systems can sometimes suffer from *habituation* because as the brain adjusts to a certain reward, the reward no longer has the same impact. Hence the amount of motivation from the rewards is not the same as earlier. On the other hand, games have the feature of creating a system of increasing levels of power and status as the user steps forward through the levels. The brain is hence continually reactivated at each new level of reward.

The founder of a renowned company Bunchball has defined some of the qualities of gamification that help in improving engagement and gamification works best when these qualities have:

- Collaboration

Gamification

- Community
- Competition
- Points
- Leveling up
- Goals
- Badges
- Fast feedback
- Transparency
- Onboarding

Before you start to gamify any task, certain things should be ensured like there should be a point person who can actually support for the use of the gamification system, a designer who specializes in gamification, before using data from employee surveys or interviews, make sure to choose an area where engagement needs improvements and finally create a plan of action for those specific needs. Moreover, it is necessary to ensure that gamification is not a forced requirement for employees but something that is done with their consent.

Research shows that gamification really decreases engagement once workers are needed to play a game. The employees' consent explains that employees need to actually understand the game, focus on the game, know the rules of the game, and view the game as fair. Certain other factors that improve the success of the game are valued rewards, clear rules, and dedicated management (Nelson, 2016). It is also important that the achievements and the rewards in the game are based on an increase in skills. For example, employees who spend more time playing with few results do not get the same rewards as someone who is more skilled in a shorter amount of time. This can sometimes make the game seem unfair and demotivating for people.

The social aspect of gamification is to provide recognition to employees on certain achievements. When proper rewards and recognition is given to employees they feel more motivated and engagement becomes easier. It is also important to use a proper strategy in the entire game set-up. Rewards without any meaning or confusing gameplay will result in ignorance on the part of employees (Gamification of work, 2012).

BENEFITS OF GAMIFICATION

When implemented well, there are huge benefits of gamification. The annual reviews are often irrelevant or forgotten till they reach to the employees. Employees would instead like to work towards real-time, measurable/quantifiable, meaningful targets. Such real-time feedback is possible only with the help of gamification.

Furthermore, employees are often worried about bosses' favoritism, and it is one of the biggest engagement killers. Gamification can eliminate those fears by allowing employees themselves to keep a check on their own performance and also they can compare it with others' performance. They can also check how they are being rewarded for it. Their big wins are well tracked and recognized when it happens. Gamification makes work-life more enjoyable and it is nothing but the psychology behind those games is fun (Fuchs, Fizek, Ruffino & Schrape, 2014).

Focus Areas for Using Gamification

There are few focus areas for an organization where gamification systems are useful for improving performance in these areas.

Customer Support

Rewards have always been a source of encouragement for employees and a motivated and encouraged employee will surely be good at taking care of the company's customers. Hence achievements and rewards through gamification can encourage employees to help customers with more efficiency and quality. It also motivates employees to share new solutions and ideas with other team members

Marketing

With the help of gamification, employers can encourage employees to share information about the company on social media. Hence company can market itself through the employees.

Improving Sales

Gamification not just rewards the final sale but each step that is taken to improve the overall sale is rewarded. Hence gamification can improve collaboration between salespeople.

Learning and Development

Games can also prove to be a source of learning new skills for the employees. The gamification of learning platforms can improve retention and results of employees.

Teamwork

With the help of gamification, it is possible for teams across the locations to remain connected. It helps them to share information and learn from each other hence leading to better teamwork and performance.

Human Resources

In the area of Human Resource Management, gamification can help the HR professionals to keep a track of employees' performance, their development, leadership skills. It also helps to identify the engaged applicants and increases referrals.

Creativity

With the involvement of employees through games and fun tasks, they can be more innovative and creative in their ideas. Such creativity and innovative ideas can be rewarded with the help of gamification.

Gamification

Corporate Culture

With the help of gamification, companies can spread their culture across and this can be done through different projects and programs. With the help of this, employees find opportunities to involve themselves in shaping the company culture. Moreover, it can also make information about the company and its values more accessible.

The Emerging Concept of 'Enterprise Gamification'

Traditionally Gamification was applied limitedly in the field of training and customer engagement, gradually the trend has expanded towards its application internally to the workplace, this is known as 'Enterprise Gamification'. This type of gamification is directed internally to an organization; employees use gamification for employees rather than customers. Employers these days are realizing that the theoretical potential of enterprise gamification in employee engagement is huge. Furthermore, when considering the inherent advantages of linking game mechanics to engagement initiatives, Gartner's (2011) prediction that 50% of companies will gamify at least some innovation processes in the next few years becomes convincing.

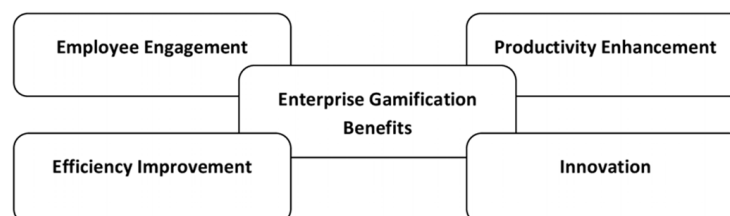
In addition to increasing engagement, enterprise gamification programs hold the potential to improve evaluation and measurement. It is because the game mechanics like achievements, badges, points, and levels are quantifiable, it is easier for organizations to measure them and see how employees are focusing their attention (Ashraf, 2011). Gamification can increase retention in training programs, and in the same way training games can quantify employee success with the material in those programs. Enterprise gamification also has the potential to locate employee engagement trends with more accuracy than ever (Epstein, 2013).

GAMIFICATION AND EMPLOYEE ENGAGEMENT

The linkage between gamification and employee engagement can be justified through the belief held by the practitioners that the goals of games under gamification and that of employee engagement are more or less similar to each other. These goals can be broadly classified as *creating motivation, employee retention, increasing employee loyalty and satisfaction* (Ergle, 2015). The initiatives by organizations for employee engagement use elements like technology, rewards, feedback. These elements of engagement

Figure 2. Enterprise gamification benefits

Source: Maan, J. (2013). Social business transformation through gamification



are also similar in case of gamification and these are much more quantifiable and measurable. This is the reason for which organizations have realized the importance of gamification in improving engagement.

The gamification industry also believes that it is a more powerful way to engage employees than standard monetary incentives alone as it uses rewards, social incentives, and the engaging quality of games.

As discussed in the previous section of the chapter, one of the most common problems in the business world is getting people engaged. Evidence suggests that games are one of the most engaging mediums. Common elements that are typically ‘borrowed’ from traditional games and applied in nongame contexts include levels, badges, points, progress bars, leaderboards and virtual goods (Ergle, 2015). Each serves to motivate users by providing feedback, recognition, status, and the potential for competition among users (Muntean, 2011).

The objective of gamification in business is to take techniques from game design and implement them in non-game contexts so that the overall experience for the employee is more engaging. Quite many organizations globally are using gaming to improve workforce alignment, enhance employee skills, solve complicated issues and tap into new talent pools. Typical game design techniques consist of goal setting, competition, real-time feedback, and rewards.

The power of gamification utilizes the competitive band people have and while playing a game, they become more engrossed and engaged they feel a greater sense of achievement. They are more willing to go the extra mile in either making more effort to choose the right people, or completing more training programs, or even helping other employees to stay motivated. Additionally, as they progress, they continue to increase their engagement with the game and thus reach new levels. The field of Human Resources Management can use the traditional gamification principles for enhancement of the engagement of employees in different processes.

Competition is a core principle behind the performance management system, as everyone likes to be appraised as the top performer. However, gamification can add another element to the system. For example, employees can compete who will be the first employee to finish the entire performance appraisal cycle. Most Human Resource Teams send reminders to complete the assessment. When employees compete they can see the progress of others. They can be motivated to speed up and finish the document as soon as possible.

It is also observed that achievement and status are closely related – everyone who reaches the threshold is awarded for the achievement. However, few selected ones can be also awarded a higher status, which is an emotional prize that has a great value. But, the best principles for Human Resources are altruism and collaboration – making people work with others to win as a team is most often the best option. The team spirit should be the driving force behind most games and competitions run by the HR department, as the key intention of HR is to form the group into an efficient team. Gamified solutions in Human Resource management can be used in such processes as recruitment, learning and education, training, performance management, talent and retention, occupational health and safety (Herger, 2014).

In order to engage the players, there are certain important game elements that are essential. To name a few could be such as rewarding users for returning in a short time period, allowing users to create without typing, showing progress everywhere on everything, enabling self-expression, offering increasing levels of complexity for mastery and having surprises and limited time events (Michaelson, 2011).

One of the main logic for applying gamification at the workplace is the Flow theory. The theory supports the fact that a flow can occur when an activity challenges an individual enough to encourage playful and exploratory behaviors (challenges), without the activity is beyond the individual’s reach and control (skills), (Csikszentmihalyi and Csikszentmihalyi, 1992).

Gamification

There are numerous examples of suggestion-driven improvement practices through gamification that are successfully implemented by different companies. 'te connectivity', it is a Swiss company providing connector and sensor solutions. te connectivity did a Business generation, innovation, and efficiency improvement project. Employees generated over 88 ideas where one efficiency improvement saves several million Euros a year. They started in 2012 with this initiative and repeated it yearly with success (Herger, 2014)

In order to prove the linkage between the concept of gamification and employee engagement, Sarangi & Shah (2015) proposed a research model and mentioned the following components:

1. Game elements refer to the parts that are used to design a game. They include elements like badges, leader boards, levels and rewards. They are the fixed parts of the game that can be taken out and used later. These provide energy to the employees and make their jobs more challenging and interesting.
2. Game mechanics refer to the rules of the game and how it works. They generally comprise the flow of the game, its dos and the don'ts, participants in the game and several other mechanisms. They provide an effective goal-setting framework by giving direction to the performance of the employees. They further support alignment of employees' performance with business goals.

Game elements and game mechanics, together as well as independently, affect three essentials of user experience – perception, situational affordances and interactional context.

3. *Perception* refers to the participants' interpretations of the gamified process. These interpretations essentially reflect in: whether the players acknowledge that the game is being played and consent to it; the extent of players' understanding of the game in order for them to embrace it; and the extent to which the game is perceived as fair, leading to the players fully accepting the gamified experience.
4. *Situational affordances* refer to the degree to which the game elements and game mechanics relate to the situation in order to create conditions that meet the motivational needs of the players in the game. With the help of this, the designers of the process can target specific motives and needs of the players to keep them attracted and engaged. This further helps to determine the extent and the patterns of usage of the game, which lessens burn-out and facilitates high levels of employee engagement.
5. *Interactional context* refers to the fundamentals of the broader organizational framework like the culture of the organization and its processes, enabling systems and structures and work systems. These interact with the above-mentioned components of the player experience to determine the extent to which the gamified process succeeds in boosting employee engagement.

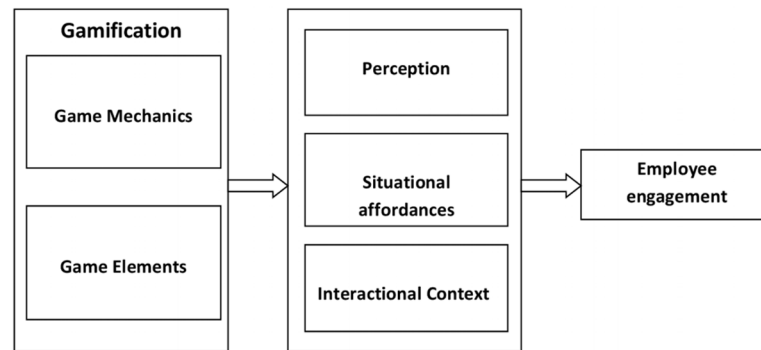
How Gamification Supports Employee Engagement?

Gamification is found to be extensively applied in almost every area of HR including talent acquisition, training and development, talent management and performance management; this is for the reason that organizations try to find innovative ways of keeping employees engaged. (Sarangi & Shah, 2015)

Some of the most commonly used mechanics in gamifying work processes are:

Figure 3. Gamification and employee engagement

Source: Sarangi & Shah (2015). Individuals, teams and organizations score with gamification: Tool can help to motivate employees and boost performance



1. **Points:** Points are an indication of status and act as rewards. Participants can swap the points for something else that is valuable for them. Earning points can have a significant effect on participants' behavior even when the points have no monetary value. Points are assumed to offer flexibility to employees as they are capable of targeting specific needs of the employees.
2. **Challenges and Levels:** The challenges and difficulty levels in the tasks are often a reflection of accomplishments. These accomplishments can be witnessed by achieving milestones through positions, levels and grades. The challenges and levels help employees in setting priorities and keeping their performance in perspective.
3. **Trophies, Achievements and Badges:** These are visible signs of recognition. These are tangible signs that the participants can show off. They often inspire participants and help them to gain a sense of pride and purpose. These elements are critical to employee engagement.
4. **Virtual Goods:** The virtual goods as a gamification mechanics provide employees with an opportunity to customize and give them a sense of empowerment. They can also be non-tangible objects that are redeemable against the points earned by participants.
5. **Leader-Boards:** These boards showcase participants' achievements and present their standing compared to their competitors in the gamified process. Leaderboards are also a way of encouraging healthy competition. They are used as trackers for enhancing employee performance and development.

Although the abovementioned mechanics support the gamification processes, the leaders in large organizations often face dilemma when it comes to design a solution for processes that the standard gamification approach cannot effectively tackle (Kumar & Raghuvendran, 2015).

Amit Ahlawat (2016) in an online article further states some additional ways by which gamification can support employee engagement.

Gamification

Knowledge Updates

With gamification, the rewards and recognition from employers hold more meaning. The employees are 68% more likely to discover content, understand facts and gather relevant information on the business. This encourages alignment of employees' perspective with organizational strategy.

Faster Communication

Employee interaction and intra-organizational communication could increase up to 13% as a result of their engagement with gamified software. This further creates a positive impact on the work environment, as gamification helps establish transparency in interactions.

Social Sharing

Social sharing of rewards and recognition is a salient feature of any gamified platform. When employees share their recognition on Facebook, LinkedIn or Twitter, a company's branding sees a positive reinforcement. It could also lead to quality talent getting attracted to a particular organization.

Performance Driver

The analytics feature of your gamified portal can help organization to incentivize employees to perform better through meaningful rewards and recognition. Gamification also helps to enhance employee assessment of their work targets, the work planning, the associated incentives and rewards, and thus increase their motivation.

Employee Learning

A gamified reward and recognition platform can also feature an employee learning module. Employees can enroll in an e-learning course of their choice through a workflow based approval process. Managers and HRs can track the progress of learning of their employees with the help of data driven dashboards.

Instant Recognition

Gamification gives managers the option to allocate points based rewards directly to the end users and instantly with the click of a button. These little acts help in boosting the morale of the employees. Instant recognition along with a timely and direct feedback can significantly contribute to meeting work environment and business objectives.

People Analytics

The analytical dashboard lets the leaders and the HRs know who is rewarding whom. It is usually a timeline modeled feed, which shows all the activities taking place in the company. Employers can track and check the ROI of rewards, loyalty and incentive programs. Such platforms also enable organizations to track employee participation, rewards, payments, invoices, returns, and more.

Communities

Employees can create groups based on hobbies, departments, interests, functions, geography etc. These communities give them a medium to express and engage themselves with the organization outside of their immediate work as well. Often, such collaborations result in employees taking new initiatives for the business.

Special Perks

Gamification vendors often extend free token perks to client organizations. For example, through the platform, employees could take benefits from free offers from reputed brands in categories such as apparel, fine dining, travel, etc.

Job Referrals

Many reward platforms support the job referral feature. Here, employees can share referrals with their recruitment teams. Employees can avail both internal job postings (IJPs) as well as refer their external friends and acquaintances. Gamification leads to greater success for such programs as employees can earn extra reward points.

Gamification can thus motivate employees in multiple ways. Something that begins as an RnR (Rewards and Recognition) platform ends up incorporating several business aspects such as recruitment, learning and development, performance management, people analytics, employee engagement and more. Gamification imparts both agility and tenacity to organization's RnR systems and could go a long way in enhancing employee trust and engagement. (Ahlawat, 2016).

Tom Abshire in his article "What's Gamification Got to Do with a Healthy Workforce?" suggests some of the ways by which healthy games can be designed for making gamification more effective. First is to make the game clear and simple, Break Long Tasks into Small, Achievable Short-Term Goals, Turn Tasks into Paths, Actions into Habits, Effort into Play Provide Triggers to Reinforce Behaviors, Address Needs and Desires of Audience, Convert Users into Players, Provide for Social Connections, and finally Create Overall Unifying Theme. (Abshire, 2013).

Where Can It Go Wrong?

In a 2017 Forbes article, Daniel Newman the CEO of Broadsuite Media Group, and author of Futureproof mentions some of the caveats related to gamification

1. Firstly, it is difficult to gamify and measure performance in the gray areas. Just like statistics, where some workarounds-numbers that represent the ultimate goal should be found; gamification should focus on ways to reach the gray areas.
2. Another problem with gamification is fatigue and dreaded burnout of employees. The pressure of constantly performing and transparency can feel like a violation. It is difficult for employees to be "on" all the time, they need to have time to think and gather their thoughts.

Gamification

3. Gamification is also problematic because the aim is to keep the employees engaged and not stressed or overwhelmed. Effective gamification demands a culture of transformation to be effective. Also Engagement still requires strong human leadership and inspiration to stick.

Companies Using Gamification

Companies including Bunchball, Badgeville, BigDoor, Hoopla, and LevelEleven have been founded to facilitate organizations gamify their processes. Jim Scullion, Bunchball CEO describes the rationale for the shift towards enterprise Gamification: “It’s about reputation and providing and creating a bigger knowledge base and people being recognized for their contributions to that knowledge base” (Liyakasa, 2012). For example, kbc – one of Belgium’s biggest financial institutions launched ‘the pitch’ – a crowdsourcing game, asking employees to design a new product or process to improve their company. Employees could connect themselves as teams having similar ideas, others could buy shares of ideas they believed in. Ideas that won and were found to be the most attractive ones were given resources and were treated like a real start-up.

Company Bunchball that offers gamified solutions for enterprises has promising statistics about users of the business games that they develop:

- 30% play the game without any extra motivation,
- 85% of the players would play again,
- 80% believe the best ideas were implemented

At another company, AirBaltic Corporation in Riga (Latvia), management has been trying to encourage engagement of the workforce all the way through the introduction of a business game, called Forecaster. The management believes that in addition to improved internal communication, the Forecaster has the potential to save up to 1 million euro annually due to the resulting better quality management decisions. There are many other platforms that facilitate Gamification of people management processes such as eMee (<http://www.emee.co.in>) and MindTickle (<http://www.mindtickle.com>).

As a result of using gamification, organizations have over 95% of employees engaged on an opt-in basis. There are firms like Bluewolf that use gamification to encourage employees to use social media to build their personal and professional brand online. Deloitte Leadership Academy encourages employees to share the badges they earn for completing online leadership development courses on their LinkedIn profiles. In this way, they can broadcast the skills they are developing to their broader professional network. It can be briefly concluded that gamification strategies should be such that they can adjust to changing behavior and grow in order to maintain user interest and improve engagement.

Gamification is also used in workplaces for recruitment and training as in America’s Army, lead generation in marketing, public relations (e.g., intelligence agencies), selection (e.g., problem-based interviewing), training, continuous professional development and up-skilling of the workforce (e.g., health professions), planning, performance and review processes (e.g., public sector), skill-based promotion (e.g., engineering), and development of personal health skills.

EXAMPLES OF ENTERPRISE GAMIFICATION

Despite facing huge criticism, the gamification industry has plenty of business, and many big-name companies have or are in the early stages of implementing enterprise gamification. Companies like EMC, SAP, Microsoft, Deloitte, Google, Salesforce.com, Omnicare, and All-State are in the early stages of implementing enterprise gamification programs.

EMC's RAMP

This popular company has implemented enterprise gamification through a program named RAMP- the Recognition, Award, and Motivation Program. The program helps to recognize individual participation in the community (Brender, 2012). Under this program, employees get points for every interaction, continuous participation helps them to reach to a new level and earn badges, and finally, they can complete missions for exclusive rewards. Also, the top employee contributors can earn “exclusive invitations to private events, first access to beta content, even raffles for prizes” (Brender, 2012). However, critics argue that RAMP is offering only extrinsic rewards for participation, and it is only supporting simple kind of behaviors that do not actually represent meaningful achievements. However, EMC is trying to reward behaviors that can also create intrinsic rewards, and help the company to gain more value. As a result of the launch of this program, there has been a 21% increase in overall activity in the community network. EMC's RAMP energizes, 2012 report says that this increase also a result of activities like replying to questions, creating documents, and watching videos. Since the company is still exploring parts of the program, it is too early to predict if this initial engagement will lead to sustainable behavior change in the long run.

SAP Community Network

The company SAP Community Network (SCN) also uses gamification and has been using game elements since 2006. This program also offers many features that are similar to that of EMC's program 'RAMP', including points, badges, and leaderboards. This system provides employee rankings that are sometimes used for performance evaluations. Without being specific about the numbers, the system claims that the quantitative data for engagement lean in its favor. The SAP Community Network, 2011 report indicates that SCN points on resumes earn preferential treatment from hiring managers. All these reports and trend clearly indicate that the employees value the metrics from the SCN, and the users are giving actual value rather than being devious to the system for earning points. However, unlike EMC's RAMP, the SCN appears to offer some level of intrinsic value; employees earn T-shirts for achievements but decided a few years ago to donate their rewards points to charity instead. Critically, there are two possible explanations for such behavior; first can be that the employees did not like the T-shirts, and second that the intrinsic rewards of using the SCN are more valuable to users than the rewards.

SAP Vampire Hunt

SAP has another gamification program in the form of a mobile app. The program Vampire Hunt allows colleagues to sign up to go on hunts for energy-draining devices in specified locations.

Slalom Consulting

The company has implemented an enterprise gamification program to unite offices located across the country. Its solution was to create a mobile application to help employees learn each other's names and faces, including points and leaderboards to motivate participation. However, the program failed initially. Nearly 5% of employees cared about the game mechanics, leaving most employees uninterested in the program. The failure of the program indicates that a program that focuses only on extrinsic rewards will ultimately fail. Organizations should take time to find out ways of engaging employees on deeper levels. When the program failed, the company organized participants into teams. As a result, rose to 90% and face and name recognition rates rose to 89% accuracy. Implementation of the team element in the program motivated the employees to participate and do well for their teams. Finally, the company was able to save its gamification program.

CRITICISM OF GAMIFICATION

While arguing for the criticism of gamification, Bunchball founder, and CPO Rajat Paharia identify two main reasons for which gamification fails: first misaligned incentives and second a lack of value for employees. Agreeing with Paharia's reasons of failure of gamification, some critics argue that it is over-justified as it prioritizes extrinsic over intrinsic rewards, risks creating unintended behaviors, it can sometimes be manipulative and addictive, involves bad game design, and sometimes generates unanticipated expenses. Critics even argue that most gamification programs use extrinsic rewards with game mechanics like badges and rewards systems, but the engaging part of games is not the game mechanics (Deterding, 2012).

They further argue that games are fun because players feel they are moving towards mastery; as players' progress in games, the difficulty rises and accomplishments motivate them to continue. Stevens (2012) argue that while gamified programs may get employees to participate by collecting points, many of them also fail to produce the intrinsic motivation that makes employees actually want to keep going for the sake of the activity itself. It is critically argued that employers will not gain the sustainable behavior change in employee behavior that they seek from enterprise gamification if employees alter their behavior only for temporary external rewards. If employees earn badges for something as simple as making a post on a discussion board, they might be motivated to earn those badges for a reward, but they might become so focused on the quantity of badges and rewards that they lose any interest in actually posting meaningful comments. They can easily cheat the system when the rewards are so simple to obtain (Della Costa, 2012). If the intrinsic value of earning badges is that employees can show off their achievements proudly to others, then badges should only be awarded for meaningful achievements (Deterding, 2010).

One of the possible negative consequences of gamification programs is that employees end up focusing on rewards and losing intrinsic motivation. And it is for sure that if organizations do not devote proper time and planning to develop gamification programs, there is a huge risk of producing countless behaviors that they do not want. Gamification designers themselves are aware of this risk. Rajat Paharia claims that it is one of the main reasons for which gamification fails. Rewards must be meaningful, not just focused on quantifiability. Also "if Gamification focuses on extrinsic rewards, the resulting product is likely to be shallow, with engagement loops to match", (Zichermann and Cunningham, 2011). Gamification programs should also establish firm ethical policies. If an employee grows addicted to an

enterprise gamification program, the program could become a distraction from work rather than being an enhancement in spite of employers' intentions.

FUTURE RESEARCH DIRECTIONS

The author has tried to explore the concept of gamification in context with employee engagement and evidences have been provided to understand the linkage of these two areas. Based on the evidences presented in this chapter, the future research can be directed towards further exploration of the concept of 'Gamification' in other fields of study like operations, strategy formulation and implementation etc. Studies have tried to link this concept to the areas of marketing, human resource management, and information technology etc. Few suggestions and remedial actions can be suggested from future research for improving the areas where gamification lags. Future research can also contribute towards application of gamification for formulation and implementation of business strategies that can further be used for improving overall performance and sustainability of the organizations. Large as well as small organizations should be benefitted with the application of gamification.

CONCLUSION

Gamification is an emerging concept in the context of enterprise software. As it is an emerging trend, there are many misconceptions and implementation fears regarding gamification. In this chapter the author has summarized the key elements of gamification, the practical usage of gamification and how organizations have been able to improve their employee engagement with this technique. The benefits of gamification are many and so are the demerits and implementation fears. However, it would be not wrong to say that gamification will gain much more popularity in the coming years and organizations will make most of it for engaging their customers, employees and other stakeholders. It can be concluded from the chapter that the overall engagement of employees with the workplace positively correlates with the fact that company offers them new, fun way to learn more about business processes and to participate in those through feedback and opinion demonstration. As a part of further research in this direction, practitioners can work to prove the correlation between employee engagement and the use of gamification within the working environment. If gamification is applied to poor work processes or products it will not work. It needs an understandable purpose and strategy to be successful. It requires an understanding of the target audience and what motivates them to engage with the business.

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Chapter 13

The Impact of Job Engagement and Organizational Commitment on Organizational Performance: Evidence From India

Vandana Singh
Gurukul Kangri University, India

ABSTRACT

Job engagement has received much concentration in both research and practice due to its potential impact on various organizational outcomes. The chapter explores the impact of organizational commitment and job engagement on organizational performance in IT industry. The questionnaire employed in this study consisted of job engagement variables and organizational commitment variables taken as independent variables while organizational performance variables as the dependent variable. Sample for the study consisted of 475 IT professionals from five IT organizations. Simple random sampling was used as a sampling technique, and this study was an ex-post in nature. Data were analyzed using mean and standard deviation, correlation, and multiple regression. The result revealed that the job engagement and organizational commitment significantly correlated with IT organizational performance and significantly impact the organizational performance of IT.

INTRODUCTION

For decades, researchers have been studying the factors influencing performance in IT organizations with emphasis on job factors and work environment factors. Personnel constitute the largest human resource element in IT services and therefore have a great impact on quality of IT and customers outcome (Abdullah, 2011). The progress and survival of any IT organization, no doubt, depends on its human capital and their contribution. The challenge of engaged and committed workforce has been reported

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by IT sector also (Suliman, & Lles, 2002; Ahmad & Oranye, 2010). IT organizations have also started considering their employees as a valuable asset. In recent years the concepts of job engagement and organizational commitment as mechanisms to improve organizational performance have been discussed fairly extensively in the management literature. Additionally, IT organizations are increasingly looking beyond financial performance measures, while focusing on how to bring higher quality care (Love et al., 2008). To remain competitive and gain positive business results, IT organizations also need to know the job engagement and organizational commitment of their personnel. Therefore, it is not surprising that human resource managers are consistently ranking the development of a job engaged workforce as an organizational priority (Shuck and Wollard, 2009). Harter et al. (2002) also suggested that engagement is important for meaningful business results and due to increasingly competitive business environment committed workforce has now become a matter of survival for every organization. Nowadays, IT organizations are centers of professional care provided by personnel and their contribution is considered indispensable in improving the IT service performance and conditions of the nation. Commitment of personnel has bearing on the quality of services they offer to people (Maheshwari, Bhat & Saha, 2008). So, the understanding of job engagement and commitment to the organizations and to the degree to which they contribute to boosting up their organizational performance is really important. Therefore, this study aimed to explore the impact of job engagement and organizational commitment on organizational performance in IT organizations. Also such empirical studies in Indian context are very few (Sharma & Garg, 2017) and hence the conduct of this study becomes even more relevant.

Indian IT Sector

The Indian IT industry has revolutionized global sourcing and has emerged as one of the sunrise sectors for the country. (IT) Information Technology sector is one of the fastest growing sectors in the country, dimensions predicting of growth and globalization, reaching new milestones over the last decade. According to NASSCOM, in financial year 2017, USD 11 billion incremental revenue added, consistent performance- added over USD 60 billion in last 5 year. During financial year 2017, industry's exports – largest export sector for the country; exports doubled over 6 years. Expanding base – in financial year 2017, grew 7.6% vis-à-vis India's merchandise exports (3.1) & invisibles (2.1). NASSCOM reports has forecasted IT services exports to as much \$99 billion. NASSCOM also declared that the addition of 1,70,000 employees by IT industry in 2016-2017, and produce employment and 10 million people employment indirect. Indian IT companies established globally their superiority in terms of cost advantage available of quality services and skilled manpower. Enhance their global delivery capabilities through a combination of inorganic growth initiatives and organic.

Exports by in India's IT outsourcing sector are expected to rise 13-15 percent in the fiscal year starting April 2017, as an enhancing global which promotes banks and companies to boost spending on technology. The increase in growth rate compares with an estimated 13 percent rise in financial year 2017. It also states that the Indian IT industry is likely to grow to about \$300 billion by 2020, concentrating on areas such as software products, commerce, and IT market. Indian IT companies are increasingly adopting the global delivery model. As per NASSCOM, the Indian IT/ITES industry is expected to maintain a growth of 13-15% in FY2017. NASSCOM has also envisaged the Indian IT/ITES industry to achieve a revenue target of USD billion by 2025 for which the industry needs to grow by about 13.7% in the next six years.9.1.

EVOLUTION OF INDIAN IT INDUSTRY

The evolution of IT industry can be studied in four phases:

Phase I: Prior to 1980

The software industry was literally not existing in India until 1960. Software computers till that period, were in made with the systems. In the West, software development for need was gradually being felt as the software in built in the system was perform sufficient all the operations. Then, the Government of India felt the potential for foreign exchange earnings.

The government of India developed the Software Export Scheme in year 1972. This scheme made the provision of the hardware imports in exchange of the software exports. TCS came the first firm to agree to this condition. The beginning of Software exports from India in year 1974.

Phase II: 1980–1990

Despite of the government initiatives, export of software were not taking up due two reasons mainly:

- The software export was heavily dependent on the imports of hardware, which was costly as well as the procedure for obtaining the same was very cumbersome.
- There was a inadequacy of infrastructural facilities for software development.

To counter these, the government formulated a New Computer Policy in 1984, it cleared procedures of import and also decreased the import duty on hardware. The government of India developed Software in 1986 to make an attempt, software industry independent from the hardware industry, which further results in liberalization of IT industry. This policy conferred, the imports of hardware were de-licensed and duty free to the exporters. Along with this the hardware prices decreased.

Government of India established Software Technology Parks in 1990. This scheme was framed to enhance the exports of software and services.

Phase III: 1990–2000

This decade made the several significant changes in the economy, involved opening up of Indian economy for foreign investment, trade liberation, relaxation of entry barriers and rupee devaluation. These changes created interest of many foreign entities (MNCs) to India. These MNCs in India, introduced 'Offshore Model' for software services and companies utilized

to service their clients from India itself. Further, this model graduated to Global Delivery Model (GDM). Global Delivery Model is a combination of Offshore Model and Onsite. The Offshore Development Centre is located at various locations across the globe for this model.

During this period due to the entry of many players in the Indian market and competition got enhanced. Hence, the players initiated investing in research and development to distinguish their services from others.

Phase IV: Post 2000

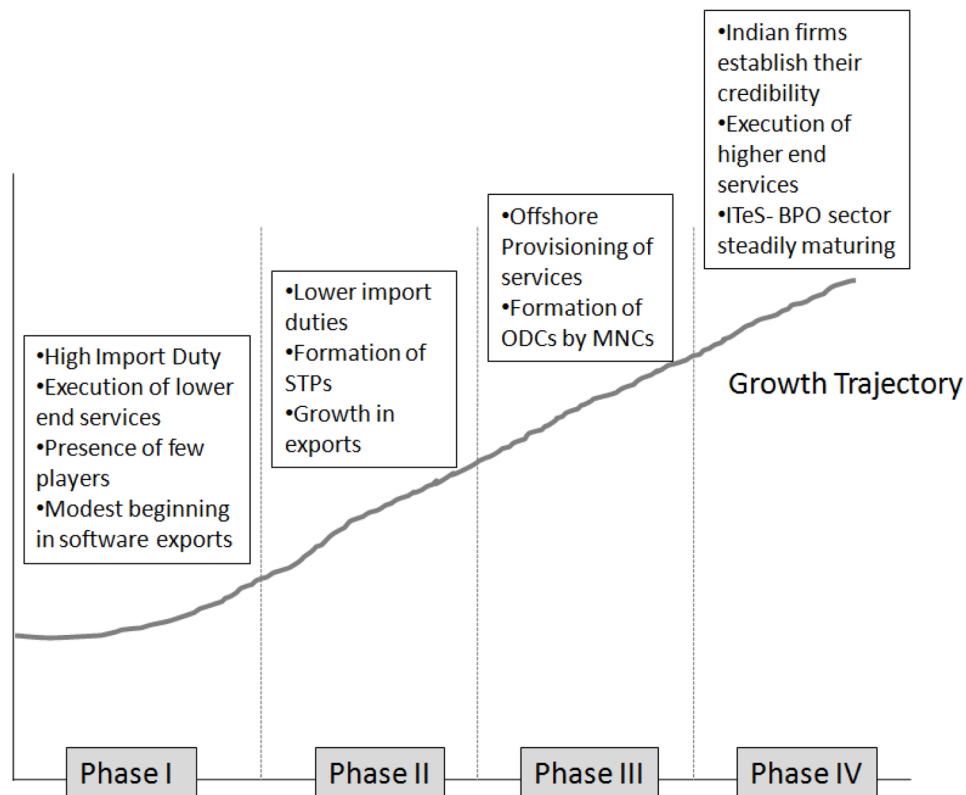
The global problems like the Y2K, the dot com crash and recession in the US economy, proved to be boon to Indian IT industry. Y2K problem pressured the existing software to be compatible to the year 2000. In the lack of US based programmers in this duration, many medium sized organizations were forced to use the services of Indian firms. Due to this, Indian It industry had placed on the global map.

Post 2002 – 03, the Indian it industry had registered a increase growth rate because of large sized contracts, increase number of clients and strong global delivery model.

JOB ENGAGEMENT

Job engagement has received much concentration in both research and practice due to its potential impact on various organizational outcomes (Macey and Schneider, 2009; Macleod and Brady, 2008, Bakker et al., 2008). Engagement, as a motivational variable should lead to high levels of performance (Kahn, 1990; Rich, Lepine, & Crawford, 2010; Christian, Garza, & Slaughter, 2011). Therefore, modern organizations need an engaged work force, employees who exhibit energy and self-confidence and demonstrate a genuine enthusiasm and passion for their work (Bakker and Schaufeli, 2008). Kahn (1990) job engagement is the harnessing of organization members' selves to their work roles. In engagement, people employ and

Figure 1.



express themselves physically, cognitively, and emotionally during role performance. Kahn's engagement concept is motivational because it refers to the allocation of personal resources to role performance and also to how intensely and persistently those resources are applied. The engagement focuses on the positive aspects of a person's job. Engaged individuals are described as being psychologically present, fully absorbed, attentive, feeling, connected, integrated, and focused on their jobs and is seen as a key driver of organizational performance, production, retention, financial performance, and shareholder return (Baumruk, 2004; Harter et al., 2002; Richman, 2006). Job engaged employees give companies competitive advantages (Corporate Leadership Council, 2006; Sharma & Singh, 2018). The literature suggests that job engagement leads to various positive organizational outcomes (Fisher, 2010; Gavin & Mason, 2004). Job engagement has a positive relationship with productivity, profit, and organizational success (Richman, 2006; Baumruk, 2004). Many researchers in their studies supported the relationship between organizational performance and employee job engagement (Simpson, 2009; Bhatnagar & Biswas, 2010; Rashid, Asad and Ashraf, 2011). Researchers have further claimed that engagement predicts employee outcomes, organizational success and financial performance (Richman, 2006; Saks, 2006) and also in-role job performance, organizational citizenship behavior (Rich et al., 2010; Schaufeli et al., 2006), customer loyalty and satisfaction (Salanova et al., 2005), innovation (Hakanen et al., 2006), financial turnover (Xanthopoulou et al., 2009) and organizational commitment (Jackson, Rothmann & Van de Vijver, 2006; Saks, 2006). A number of studies also provide empirical evidence of the positive outcomes of job engagement. According to Macey et al. (2009), engagement is the key to an organization's success and competitiveness. In a sample of 65 firms from different industries, they have found that the top 25 percent on an engagement index had greater return on assets (ROA), profitability, and more than double the shareholder value compared to the bottom 25 percent. Another study found that levels of engagement were positively correlated with business-unit performance (e.g. customer satisfaction and loyalty, unit profitability, unit productivity, turnover levels and safety) in almost 8,000 business units within 36 organizations (Harter et al., 2002). Further, Salanova et al. (2005), in a study of front-line service workers and their customers reported that job engagement predicted service climate, which in turn predicted employee performance and then customer loyalty. Koyuncu & Fiksenbaum (2006) reported work life experiences, particularly, control, rewards and recognition and value fit, were significant to engagement. Similarly, another study on engagement found positive relationship with individual job performance (Little & Little, 2006). Mauno et al. (2005) found different predictors of job engagement in different organization sectors. Demerouti et al. (2001), in their study reported that high work demands and high control were associated with higher engagement. In addition to this Xanthopoulou (2009) found that job resources had a positive effect on engagement, which in turn predicted daily financial returns among fast-food employees. However, Schaufeli and Salanova (2007, 2008) based on their review of the job engagement literature, concluded that engagement was associated with positive employee attitudes, proactive job behaviors, higher levels of employee psychological well-being, and increased individual job and organizational performance and also found organizational level, organizational tenure, work outcomes (e.g. Job satisfaction, intent to quit) was predicted by engagement. Rashid, Asad & Ashraf (2011) investigated the engagement and its linkage to personal and organizational performance and found that factors that influence engagement were decision making co-ordination, employee performance appraisals, performance reward systems, employee involvement, training and career engagement and decision making co-ordination, performance reward systems and employee involvement.

Organizational Commitment

The construct of commitment in particular has been generating a lot of interest in organizational psychological research (Gutierrez, Candela & Carver, 2012; Meyer, 1997; Mathieu & Zajac, 1990; Allen et al., 1996). Organizational researchers and managers paid special attention to employees' organizational commitment based on the belief that organizations with committed employees achieved superior long-term performance (Bentein et al. 2005; Jaros et al. 1993; Luchak and Gellatly, 2007). Organizational commitment refers to the extent to which the employees of an organization see themselves as belonging to the organization (or parts of it) and feel attached to it (Meyer, Kam, Goldenberg & Bremner, 2013; Van Dick, 2004). Organizational commitment is also viewed as a psychological connection that individuals have with their organization, characterized by a strong identification with the organization and a desire to contribute to the accomplishment of organizational goals (Meyer & Allen 1997). Allen and Meyer (1990, 1991) conceived that organizational commitment reflects three core themes, namely affective, continuance and normative commitment and seen as an effective point of reference towards the organization (affective commitment), acknowledgement of the consequences of leaving the organization (continuance commitment) and an ethical responsibility to stay with the organizations or a sense of obligation to the organization (normative commitment). Organizational commitment has emerged as a promising area of research within the study of Industrial/Organizational psychology in recent times (Salami, 2008). Several researchers have used three components to study the organizational commitment construct (e.g. Canipe, 2006; Allen and Meyer, 1996; Vanderberghe, 2001; Chen and Francesco, 2003). Studies have found a positive relationship between organizational commitment and performance (e.g. Bashaw and Grant, 1994; Kalleberg and Marden, 1995; Benkhoff, 1997; Suliman and Lles 2000; Meyer et al., 2002, Irefin and Mechanic, 2014) and with desirable work outcomes such as productivity, adaptability and job satisfaction (Allen 2003; Allen and Meyer 1990, 1996; Chen and Francesco 2003; Meryer et al., 1993; Powell and Meyer 2004; Singh and Mehta, 2013; Marzana and Marta, 2013) while others have examined very weak, negative or insignificant relationship between the two (e.g. Leong et al., 1994; Wright, 1997; Mathieu & Zajac, 1990). This variation in results is due to the way commitment has been conceptualized (Benkhoff, 1997). It has been analyzed from several perspectives (Martin and O'Laughlin, 1984; Morrow, 1983; Mowday et al., 1982) and it has served as both a dependent variable for antecedents such as age, tenure, gender and education (Ferris and Aranya, 1983; Luthans et al., 1985), and as a predictor of various outcomes such as turnover (Rusbult and Farrell, 1983), intention to leave (Ferris and Aranya, 1983), absenteeism (Ivancevich, 1985), work performance (Lu et al., 2005; Wasti, 2005; Wilson, 2005). Several researchers have examined the affiliation between organizational commitment and demographic factors (Mathieu & Zajac, 1990; Chughtai & Zafar, 2006; Salami, 2008; Adnan Iqba, 2010) and found a significant relationship between two. For instance, Salami (2008) investigated the relationships of demographic factors (age, marital status, gender, job tenure, and educational level) to organizational commitment of industrial workers and found that all demographic factors except gender significantly predicted organizational commitment of the workers. Previous research has devoted a great deal of attention to the relationship between performance and organizational commitment. Jaramillo et al. (2005) conducted a meta-analysis comprising of 51 empirical studies and found a positive relationship between organizational commitment and performance. Other research showed that more committed employees had higher tendency to perform well and lower tendency to leave their jobs (Mathieu and Zajac, 1990).

OBJECTIVES OF THE STUDY

- The overall main objective of this study was to study the job engagement and organizational commitment in IT industry.
- To investigate the impact of job engagement and organizational commitment on organizational performance.

Hypotheses

- There is no significant impact of job engagement on organizational performance.
- There is no significant impact of organizational commitment on organizational performance.

METHODOLOGY

Sample and Sampling Technique

Sample for the present study consisted of the 500 IT professionals from Delhi-NCR region of India. The simple random sampling technique was employed to select the sample. A total of 500 questionnaires were distributed. The respondents were allowed to take their own time in filling the questionnaire. Out of 500 questionnaires, 490 questionnaires were received back, giving a positive response rate of 98% out of which finally 475 were found usable in the study.

Measures

Job Engagement Scale

Job engagement was measured using Job Engagement Scale (JES) designed and validated by Rich, LePine, & Crawford, 2010. This instrument measures the three dimensions of Job Engagement: Physical, Emotional and Cognitive. The items were measured on the Five-point Likert scale. The reliability of the Job Engagement scale measured the Cronbach alpha found to be 0.734.

Organizational Commitment Scale

Allen and Meyer (1997) scale was used to measure Organizational Commitment. This instrument measures the three dimensions of commitment: Affective, Continuance and Normative. All items in this scale were rated on a five-point Likert scale ranging from 1 strongly disagree to 5 strongly agree. The Cronbach alpha reliability of the scale was found to be 0.756.

Organizational Performance Scale

Organizational performance was measured using organizational performance Scale (JES) designed Paterson (1990) and validated by Salehi and Zareie, 2001, 2003. This instrument measures the four sub-

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dimensions of organizational performance. The Cronbach alpha reliability for the aggregate of the scale was found to be 0.786.

ANALYSIS AND INTERPRETATION

Table 1 shows the majority of the respondents were male (77%) and 23.1% are females. About 43.8% of the respondents were married with the age ranges between 25 and more. The majority of the respondents were graduate (53%) and other similar degrees with work experience of more than 0-5 years.

Table 2 shows the results of mean, standard deviations and correlations among study variables. The correlation between job engagement and organizational performance was significant ($r = .364, p < 0.01$). Further, the results indicated a significant positive correlation between organizational commitment and organizational performance ($r = .355, p < 0.01$). This implies that committed workforce leads their organization towards higher performance. Among the demographic variables gender has a significant correlation with organizational commitment ($r = .179, p < 0.01$) and organizational performance ($r = .154, p < 0.01$). This implies that more female employees were more committed to the organization than

Table 1. Profile of respondents

Respondent Profile		N	Percentage %
Gender	Male	365	77
	Female	110	23.1
Age	25 or younger	73	15.7
	25 -35	361	72.2
	35- 45	32	6.4
	45 or older	9	1.9
Marital Status	Married	219	43.8
	Unmarried	256	53.9
Educational Qualification	Graduate	265	53
	Post-graduate	205	41
	Doctorate	5	1.1
Designation	Executive	196	41.3
	Manager	279	55.8
Income	INR 25,000 - 50,000	267	53.4
	INR 50,000 - 75,000	125	25
	INR 75,000 - 100,000	68	14.3
	Above 100000	15	3.2
Experience	0 years – 5 Years	229	48.2
	5 years – 10 Years	204	43
	10 years – 15years	34	7.2
	Above 15 years	8	1.7

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Table 2. Mean, standard deviations and correlations among study variables

	Variables	Mean	SD	1	2	3	4
1	Gender	1.57	.460	1			
2	Job engagement	70.08	1.85		1		
3	Organizational commitment	91.89	3.77	.179**	.148*	1	
4	Organizational performance	124.39	4.41	.154*	.364**	.355**	1

* Correlation is significant at the 0.05 level (2-tailed);

** Correlation is significant at the 0.01 level (2-tailed)

the male and has an impact on the organizational performance. Age, marital status, education, designation, income and work experience were found not correlated with job engagement, organizational commitment and organizational performance.

Table 3 shows the results of correlation analysis of job engagement dimensions and organizational performance of professionals in IT industry. The results indicate that there is a positive and significant correlation between job engagement dimensions and organizational performance. The relationship of job performance with job engagement dimension emotional ($r = .448$, $p < 0.01$) is high followed by cognitive ($r = .193$, $p < 0.01$) and physical ($r = .175$, $p < 0.01$).

The results indicate that there is positive and significant correlation between emotional and physical ($r = .337$, $p < 0.01$), between cognitive and physical ($r = .197$, $p < 0.01$) and between emotional and cognitive ($r = .264$, $p < 0.01$).

It is concluded that the high job engagement dimensions i.e. emotional, cognitive and physical leads to organizational performance in IT industry.

Table 4 shows the results of correlation analysis of organizational commitment dimensions and organizational performance of professionals in IT industry. The results indicate that there is a positive and significant correlation between organizational commitment dimensions and organizational performance. The relationship of organizational performance with organizational commitment dimension affective ($r = .464$, $p < 0.01$) is high followed by continuance ($r = .322$, $p < 0.01$) and normative ($r = .311$, $p < 0.01$).

The results indicate that there is positive and significant correlation between affective and continuance ($r = .382$, $p < 0.01$), between affective and normative ($r = .378$, $p < 0.01$) and between continuance and normative ($r = .345$, $p < 0.01$).

Table 3. Correlation between the dimensions of independent variables job engagement and dependent variable organizational performance

	Organizational Performance	Physical	Emotional	Cognitive
Organizational performance	1			
Physical	.175**	1		
Emotional	.448**	.337**	1	
Cognitive	.193**	.197**	.264**	1

* Correlation is significant at the 0.05 level (2-tailed);

** Correlation is significant at the 0.01 level (2-tailed)

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Table 4. Correlation between the dimensions of independent variables organizational commitment and dependent variable organizational performance

	Organizational performance	Affective	Continuance	Normative
Organizational performance	1			
Affective	.464**	1		
Continuance	.322**	.382**	1	
Normative	.311**	.378**	.345**	1

Table 5a. Multiple regression analysis

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.773 ^a	.598	.597	6.879

a. Predictors: (Constant), Job Engagement

It is concluded that the high organizational commitment dimensions i.e. affective, continuance and normative leads to organizational performance in IT industry.

Table 5 presents a multiple regression analysis where organizational performance was regressed on job engagement of IT industry. The result shows that job engagement made a significant contribution to the prediction of organizational performance of IT industry. It can be inferred that the job engagement

Table 5b. Multiple regression analysis

ANOVA ^a						
Model		Sum of square	Df	Mean Square	F	Sig.
1	Regression	33259.006	1	33259.006	702.901	.000 ^b
	Residual	22380.838	473	47.317		
	Total	55639.844	474			

a. Dependent Variable: organizational Performance
b. Predictors: (Constant), Job Engagement

Table 5c. Multiple regression analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	9.453	2.677		3.531	.000
	Job engagement	1.155	.044	.773	26.512	.000

a. Dependent Variable: Organizational Performance

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of employees contributes positively towards the IT organizational performance. Thus, job engagement have significant impact on organizational performance of the IT sector.

Table 6 presents a multiple regression analysis where organizational performance was regressed on organizational commitment of IT industry. The result shows that organizational commitment made a significant contribution to the prediction of organizational performance of IT industry. It can be inferred that the organizational commitment of employees contributes positively towards the IT organizational performance. Thus, organizational commitment have significant impact on organizational performance of the IT sector.

DISCUSSION

The current study investigated job engagement and organizational commitment in IT industry and assessed the impact of job engagement and organizational commitment on the IT organizational performance.

Table 6a. Multiple regression analysis

Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.715 ^a	.511	.510	7.817
a. Predictors: (Constant), Organizational Commitment				

Table 6b. Multiple regression analysis

ANOVA ^a						
Model	Sum of square	Df	Mean Square	F	Sig.	
1	Regression	30179.899	1	30179.899	493.888	.000 ^b
	Residual	28903.498	473	61.107		
	Total	59083.398	474			
a. Dependent Variable: Organizational Performance						
b. Predictors: (Constant), Organizational Commitment						

Table 6c. Multiple regression analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.980	3.042		4.266	.000
	Organizational Commitment	1.100	.050	.715	22.224	.000
a. Dependent Variable: Organizational Performance						

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The results of correlation analysis generally supported the proposed relationship that job engagement and organizational commitment significantly correlated with the organizational performance. The finding of significant correlations between engagement and organizational performance was also consistent with the work of (Simpson, 2009; Markos & Sridevi, 2010; Harter et al., 2012; Andrew & Sofian, 2012). They also stated that engagement has a significant impact on organizational performance. This implies that the employee with higher engagement can contribute to higher performance (Chughtai & Buckley, 2011). Therefore, it can be inferred that with highly job engaged employee's IT sector can enhance its organizational performance. Also, organizational commitment significantly correlated with organizational performance. The significant relationship between organizational commitment and organizational performance was consistent with a number of earlier studies (Suliman & Lles, 2002; Lu et al., 2005; Wasti, 2005; Jaramillo et al., 2005; Wilson 2005; Khan et al., 2010; Irefin & Mechanic, 2014). Organizational commitment found to have significant impact on IT organizational performance. This implies that the committed employees can contribute more and lead their organization towards better performance. So, it could be deduced from this finding that organizational performance can simply be improved through higher commitment of employees.

Furthermore, the positive associations observed between the job engagement and commitment and this implies that those who are engaged in their job seem to feel more committed and are attached to their organizations. These results are also in line with findings reported by (Albdour & Altarawneh, 2014) that who have a high job engagement will have a high level of commitment. The possible justification for this result would be that the confirmation that engagement is an individual-level construct, and any positive business results would have to impact individual-level outcomes first (Saks, 2006).

LIMITATIONS AND FUTURE RESEARCH

This study has taken the IT professionals from Delhi-NCR region, so, views and thoughts of these professionals may not reflect the views and thoughts of all the professionals of entire NCR region and India which limits the scope of this study. Additionally, this study concentrated on IT employees so future research could extend the investigation to different sectors to obtain a wider generalization of the study. Future studies can also be tailored to investigate the employees view point of engagement and organizational commitment of IT professionals. For the purpose of connection, it would be interesting to replicate this study in a longitudinal design, so that it could be determined if job engagement and organizational commitment are conditions and relationships that are likely to be sustained.

CONCLUSION

In sum, the results of this study provided that both job engagement and organizational commitment of the employees can be instrumental in enhancing IT organizational performance. Study by highlighting the job engagement – performance relationship and commitment- performance relationship, offers useful insights into the underlying relationship that through job engagement and organizational commitment IT sector can significantly influence its organizational performance. Finally, the finding suggests that in order to increase the level of organization performance management should strive to increase their staff job engagement and organizational commitment. Management needs to incorporate various policies

and programs for improving their staff's job engagement and organizational commitment. Furthermore, management can increase job engagement and organizational commitment among their staff by involving them in the decision process, providing better compensation, clear policies, training and working conditions and as well by communicating the value of employees' contribution and how much they bothered about employees' well-being.

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Chapter 14

Unlocking Drivers for Employee Engagement Through Human Resource Analytics

Kanupriya Misra Bakhru

Jaypee Institute of Information Technology, India

Alka Sharma

Jaypee Institute of Information Technology, India

ABSTRACT

The authors have discussed in detail the meaning of employee engagement and its relevance for the organizations in the present scenario. The authors also highlighted the various factors that predict the employee engagement of the employees in the varied organizations. The authors have emphasized on the role that HR analytics can play to identify the reasons for low level of engagement among employees and suggesting ways to improve the same using predictive analytics. The authors have also advocated the benefits that organizations can reap by making use of HR analytics in measuring the engagement levels of the employees and improving the engagement levels of diverse workforce in the existing organizations. The authors have also proposed the future perspectives of the proposed study that help the organizations and officials from the top management to tap the benefits of analytics in the function of human resource management and to address the upcoming issues related to employee behavior.

INTRODUCTION

In increasing competitive world which is undergoing a rapid transformation organizations need talented employees, but the biggest challenge is to retain them. Talented employees have many opportunities available as everything is transparent and easily traceable in this digital world. What makes them stay back is productive, engaging and most importantly enjoyable work experience. Having engaged employees is one of the key objectives to which Human Resource (HR) functions are expected to strive. Employee engagement is a condition where employees are passionate about their work and feel proud to be associated with the organization thus contributing to its success. According to recent report by

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Deloitte engagement remains one of the top priorities for organizations in 2017, it was reported that only 22 percent people feel that their organizations are able to build differentiated employee experience (Deloitte, 2017). Another study conducted by Global Human Capital Trends revealed that there is a drop of 14 percent in the organization's ability to address engagement issues as compared to last year.

Employee engagement is highly desirable because an engaged employee has high level of creativity (Gawke et al., 2017; Orth and Volmer, 2017), organizational citizenship behavior and exhibits better in-role task performance (Christian et al., 2011) leading to client satisfaction (Bakker et al., 2014) and better financial results (Xanthopoulou et al., 2009). Also engaged workers are more inclined to help their colleagues, engagement creates a ripple effect in teams (Bakker et al., 2006; Gutermann et al., 2017; Van Mierlo and Bakker, 2018). Engaged employees are found to be brisk and ardent about their tasks, and are wholly engrossed in their vocation (May et al., 2004; Macey and Schneider, 2008a; Schaufeli et al., 2008). Employee engagement is of much interest to practitioners as it leads to higher performance (Harter et al., 2002; Rich et al., 2010), profitability, productivity, quality, customer satisfaction which results in higher shareholder returns (Wellins et al. (2005); Macey et al., 2009). On employee front engagement leads to lower absenteeism and turnover (Harter et al., 2002; Schaufeli and Bakker, 2004; Bakker et al., 2005; Saks, 2006). Since employee engagement is an affective-motivational construct, employees experiencing it have positive job attitude (Harter et al., 2002; Schaufeli et al., 2008) and get a sense of fulfilment in discharging their duties and responsibilities (Xanthopoulou et al., 2009).

Research on employee engagement have been surging since past few years, though highlighted by practitioners (Bennett and Bell, 2004; Baumruk et.al 2006, Gallup Management Journal 2006, Parsley 2006, Woodruffe 2005), it is still largely undermined in academic literature (Robinson et al., 2004). It is an area where rigorous academic research is required (Macey and Schneider 2008b). This book chapter is an attempt to bridge this gap. With recent advent of big data, predictive analytics and artificial intelligence, there is an inevitable need to focus on practical application of analytics on work engagement. A study done by King et al. (2015) proposed application of big data analytics on employee social media activity by capturing managers' and employees' brief unconscious "microexpression" data, which might be used to provide indications of employee engagement. Similar studies can be done which may be of vital use to executives and practitioners wanting to better understand and predict employee experience leading to better performance and well-being (Schaufeli and Salanova, 2010; Guest, 2014; Power, 2017).

DEFINITIONS OF EMPLOYEE ENGAGEMENT

Employee engagement has been defined by many researchers, to explain in simple words it is emotional and intellectual commitment of an individual (Baumruk, 2004; Shaw, 2005; Richman, 2006). It can also be defined as "discretionary effort" exhibited by people in their jobs (Frank et al., 2004). It focuses on "psychological availability, safety, and meaningfulness" in discharging formal role requirements (Kahn, 1990; May et al., 2004; Saks, 2006; Bhatnagar, 2007; Bhatnagar, 2009). W. A. Kahn in 1990 first conceptualized work engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Another researcher Csikszentmihalyi (1990) defined it as "flow", flow is a more complex concept that involves momentary peak experiences that can occur outside of work. Leiter and Maslach (1998) viewed engagement as the opposite pole of burnout defining it as "an energetic

experience of involvement with personally fulfilling activities that enhance a staff member's sense of professional efficacy”.

According to another popular description of engagement by Buckingham and Coffman (1999) “the right people in the right roles with the right managers drive employee engagement”. In 2001 yet another definitions of employee engagement emerged. Rothbard (2001) defined engagement as “psychological presence” but the definition went further to state that it involved two critical components: “attention and absorption”. According to Maslach et al. (2001), engagement is characterized by energy, involvement, and efficacy. Schaufeli et al. (2002) defined engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.” According to them engagement is not a momentary and specific state, but rather, it is “a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior”. Harter et al. (2002) defined employee engagement as “the individual's involvement and satisfaction with as well as enthusiasm for work”.

According to Towers Perrin, Employee Engagement Workforce Study (2003) engagement is defined as “employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis”. Since 2003, employee engagement was defined more completely, for instance Nelson and Simmons (2003) defined as feeling positive towards work, finding it meaningful and manageable and having hope about the future. Engagement has also been viewed as feeling responsible for and committed to superior job performance (Britt, 1999). A very refined definition emerged in 2004, where May et al. (2004) defined engagement as “flow”. This study was conducted to create a measurement tool in this area. The definition includes three-dimensional concept of work engagement which are as follows: emotional component, physical component, and cognitive component. Robinson et al. (2004) defined employee engagement as “a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.”

Hewitt Associates LLC (2004) defined employee engagement as “the state in which individuals are emotionally and intellectually committed to the organisation or group, as measured by three primary behaviours: Say, stay and strive”. Schaufeli and Salanova (2007) defined engagement as being fully absorbed in a role. Fleming and Asplund (2007) went a step further by adding a spiritual element and presented employee engagement as “the ability to capture the heads, hearts, and souls of your employees to instil an intrinsic desire and passion for excellence”. Macey and Schneider (2008b) described engagement as a construct consisting of “state, trait, and behavioural” forms that signify a blend of affective energy and discretionary effort directed to one's work and organization. Schaufeli and Bakker (2010) defined work engagement as “the psychological state that accompanies the behavioural investment of personal energy”.

Predictors of Employee Engagement

In order to develop a conceptual framework for employee engagement analytics, it is important to explore the measures of employee engagement and its predictors in the past literature. The 17-item Utrecht Work Engagement Scale (UWES) is a popular tool used in past literature that measures three areas of engagement representing behavioral, emotional, and cognitive dimensions (Schaufeli et al., 2006). These three dimensions correspond to worker engagement themes of vigor, dedication, and absorption, respectively,

in one's work. Another important model that has been used in research for enhancing employee engagement is Job Demands–Resources (JD-R) model. According to the JD-R model, the work environment can be divided into demands and resources. Job demands refer to features of a job that require sustained physical and/or psychological effort. Job resources refer features of a job that are functional in that they help achieve work goals, reduce job demands, and stimulate personal growth, learning, and development (Bakker and Demerouti, 2007). The predictors of employee engagement identified in literature have been discussed in the following segment.

Job Characteristics

According to Kahn (1990, 1992) psychological meaningfulness involves a sense of return and can be achieved from task characteristics that provide challenging work, allow the use of different skills, personal discretion, and the opportunity to make important contributions. It is based on Hackman and Oldham's (1980) job characteristics model and in particular, the five core job characteristics (i.e. skill variety, task identity, task significance, autonomy, and feedback). Maslach et al. (2001) model also suggested the importance of job characteristics for engagement. May et al. (2004) found that job enrichment was positively related to meaningfulness and meaningfulness mediated the relationship between job enrichment and engagement. In order to measure Job Characteristic six items scale from Hackman and Oldham (1980) can be used, in which each item corresponds to a core job characteristic (autonomy, task identity, skill variety, task significance, feedback from others, and feedback from the job). Another aspect of job is job redesign; specific elements of job can be redesigned to match the employees' abilities with their job leading to better person–environment fit (Barling et al., 2005; Alfes et al., 2013; Holman and Axtell, 2016).

Rewards and Recognition

Returns can come in form of external rewards and recognition in addition to meaningful work. According to Kahn (1990) people can have different perception of the benefits they receive from a role and accordingly their engagement will also vary. Maslach et al. (2001) also suggested that appropriate rewards and recognitions are important for increasing engagement level of employees. According to a study conducted by Saks and Rotman in 2006, recognition emerged as a significant antecedent of employee engagement. Irrespective of the quantity or type of reward, it is the employee's perception of the same that determines his/her content and thereby one's engagement in the job. It can involve both financial and non-financial rewards; financial rewards can be in form of pay, bonuses, and other financial rewards. Non-financial rewards can be like voucher schemes and extra holiday.

Perceived Organizational Support and Perceived Supervisor Support

Perceived organizational support (POS) is defined as the belief that an individual possesses that their organization cares about them and their well-being (Pati and Kumar, 2010; Rhoades and Eisenberger, 2002). It predicts organizational commitment, citizenship behaviour, engagement and finally retention (Saks, 2006; Pati and Kumar, 2010). There is a direct effect of POS on employee engagement (Biswas and Bhatnagar, 2013). According to Gillet et al. (2013) employees who feel supported by organization through reward and recognition, display higher motivation and engagement. Supportive relationships and supportive management promotes psychological safety of an individual (Kahn, 1990). Hence POS leads

to psychological safety which results in higher employee engagement. It is thus obvious that organizations that ensure POS are expected to have a higher competitive advantage than those that do not foster support to their workers (Alvi et al., 2014). POS is generally measured using the eight-item version of the survey of perceived organizational support (SPOS) (Eisenberger et al., 1986). Participants can rate these items using a seven-point Likert-type scale ranging from 1 (“strongly disagree”) to 7 (“strongly agree”).

Perceived supervisor support (PSS) is defined as an employee’s “general views concerning the degree to which supervisors value their contributions and care about their well-being” (Eisenberger et al., 2002). According to Sparrowe and Liden (2005) quality of the supervisor-subordinate relationship has some influence on engagement. Furthermore, Brunetto et al. (2013) concluded that supervisor-subordinate relationship promotes teamwork which has a positive impact on engagement. May et al. (2004) also found that a supportive supervisor relation was positively related to psychological safety, which in turn leads to higher employee engagement. Perceived supervisor support (PSS) can be measured with 4-item scale used by Bouckennooghe et al. (2009).

Team and Co-Worker Relationship

Teamwork is an important aspect involving employees supporting and assisting one another that leads to employee engagement (Rasmussen and Jeppesen, 2006). According to Kahn (1990) supportive team and interpersonal relationships promote employee engagement. May et al. (2004) found that workplace relationship has a significant impact on meaningfulness, which is one of the components of engagement. Similarly according to Locke and Taylor (1990) individuals having positive interpersonal interactions with their co-workers experience greater meaning in life leading to higher engagement. Rasmussen and Jeppesen (2006) concluded that teamwork is linked with better organizational commitment. Kindermann (1993) found that continuity in the motivational structure of peer groups increased the engagement level of each individual. Schaufeli and Bakker (2004) found that support from colleagues predicted engagement.

Distributive and Procedural Justice

Distributive justice pertains to one’s perception of the fairness of decision outcomes; procedural justice refers to the perceived fairness of the means and processes used to determine the amount and distribution of resources (Colquitt, 2001; Rhoades et al., 2001). For organizations it is important to be consistent and predictable in terms of the distribution of rewards as well as the procedures used to allocate them. Justice perception is related to organizational outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, withdrawal, and performance (Colquitt et al., 2001). Procedural justice can be measured by seven-item scale, while distributive justice can be measured by four-item scale. Both scales have been developed by Colquitt in 2001. Participants can respond using a five-point Likert-type scale with anchors (1) to a small extent to (5) a large extent.

Leadership

One of the most important predictor found in literature is leadership. An increasing number of studies suggests that leaders play an important role in employee work engagement, for example, by showing transformational leadership, thereby influencing employee personal and job resources (Tims et al., 2011; Tuckey et al., 2012; Ghadi et al., 2013; Breevaart et al., 2014). Leadership style and support is

crucial for encouraging employee engagement. Years of occupational health psychology research have revealed that a “transformational leadership” style is effective for this task (Barling, 2007). According to Schaufeli & Salanova (2008) leaders who are high in task and support behaviour are effective at promoting engagement. According to Zhu et al. (2009) managers’ perceptions of the transformational leadership qualities of their executive leaders were found to be positively associated with the managers’ own engagement. Seijts and Crim (2006) found that leadership behaviour can have positive impact as employees become more engaged. Lockwood (2007) also inferred that engagement can be influenced by effective communication between leader and their employees. Engagement occurs naturally when leaders are inspiring (Wallace and Trinko, 2009). Authentic and supportive leadership can impact engagement as it increases their involvement, satisfaction and enthusiasm for work (Schneider et al., 2009). Thus it is concluded that leadership plays an important role for enhancement of employee engagement, be it transformational, authentic or supportive leadership.

Training, Coaching and Feedback

It has been seen that training improves accuracy and thereby impacts employee performance and engagement (Paradise, 2008). Training and development not only increases knowledge and confidence of employees but also motivates them to be more engaged in their job. According to Alderfer (1972) if an organization offers employee a chance to grow it is equivalent to rewarding people. He emphasised that “satisfaction of growth needs depend on a person finding the opportunity to be what he or she is most fully and become what he or she can”. The opportunities given to the employees for growth and development will increase the level of engagement. Another important predictor related to training is coaching. Coaching can help people with planning, highlighting difficulties, offering advice and emotional support, which in turn fosters engagement (Schaufeli and Salanova, 2007). Effective training and coaching is finally related to feedback for better performance. Positive feedback is also likely to promote engagement and performance. Xanthopoulou et al. (2009b) found that feedback is positively associated with engagement.

Other factors that can also be explored are the personal resources of an individual such as self-efficacy, optimism, resilience, Big Five personality characteristics, positive affect and attitudes. Employees high in work engagement have higher levels of personal resources, including self-efficacy, optimism, and resilience (Mäkikangas et al., 2013). Employees displaying positive affect and attitudes are more involved and attached with their job and their organization (Biswas and Bhatnagar, 2013). Studies show that personality characteristics impact engagement (Liao et al., 2013). A study by Mäkikangas et al. (2013) concluded that the Big Five factors such as: extraversion, emotional stability, and conscientiousness were able to predict variance in work engagement. Future research could usefully be devoted to systematically understanding what influences engagement in specific demographic groups, across specific industry sectors and in differing occupations.

HUMAN RESOURCE ANALYTICS

What Is Human Resource Analytics?

“Big Data” has made its entry into the business world, where data is defined as large in volume, diverse in variety, high in velocity, relational in nature, flexible in nature, fine-grained in resolution but still exhaustive in scope (Kitchin, 2014; Strong, 2015). Big data has been defined as something which ranges from ‘a few dozen terabytes to multiple petabytes’ that is too large for a typical database to be able to capture, store, manage and analyze (Manyika, et al., 2011). Explosion in self-reporting on social media has led to datafication of emotions, sentiments and relationships which has led our lives becoming ‘datafied’ (Strong, 2015). Analytics play an important role here; it helps us in analyzing and interpreting the big data. Analytics is an interdisciplinary term that has developed at the intersection of engineering, computer science, statistics and decision-making which helps us to organise, analyse and make decisions from the big data being generated by contemporary societies (Mortensen et al., 2015). Analytics, in general, refers to “the use of analysis, data and systematic reasoning to make decisions” (Davenport et al., 2010). Analytics has been described as a ‘must-have’ capability for HR profession as it helps in creating value from data collected from people thus broadening the strategic influence of the HR function (CIPD, 2013). Adding HR component to analytics implies that data analysis and interpretation is related to human resources of the organization (Heuvel and Bondarouk, 2017). There have been many success stories of organizations generating million dollars in saving, improving engagement and retaining their key talent, due to these stories HR analytics is fast becoming mainstream and an indispensable HR tool (Boston Consulting Group, 2014, Fecheyr-Lippens et al., 2015). Even though being much talked about the capabilities required in HR analytics are not well developed (Wolfe et al., 2006, Carlson and Kavanaugh, 2012). According to Deloitte report (2015) HR and people analytics is one of the major capability gaps in today’s HR practice. Deloitte report adds that only 35 percent of the respondents indicated that HR analytics was under active development. Even in academia empirical research on HR analytics is virtually non-existent (Boudreau and Ramstad, 2005).

HR analytics moves one step beyond HRIS (human resource information system), it helps to analyze and interpret the data available through projects, absenteeism records and performance appraisals. Scholarly literature available lacks explicit definition of HR Analytics. The term has been explained using various keywords. According to Lawler et al. (2004) HR analytics uses “statistical techniques and experimental approaches” to test the causal relationship between HR practices or policies and performance outcomes. Furthermore, according to KPMG (2013) HR analytics gives “decision making support to the management of people in organizations”. While other researchers defined it is “first a mental framework, a logistical progression, and second a set of statistical operations” (Fitz-enz and Mattox II, 2014), it is a tool that includes “rigorously tracking HR investments and outcomes” (Ulrich and Dulebohn, 2015).

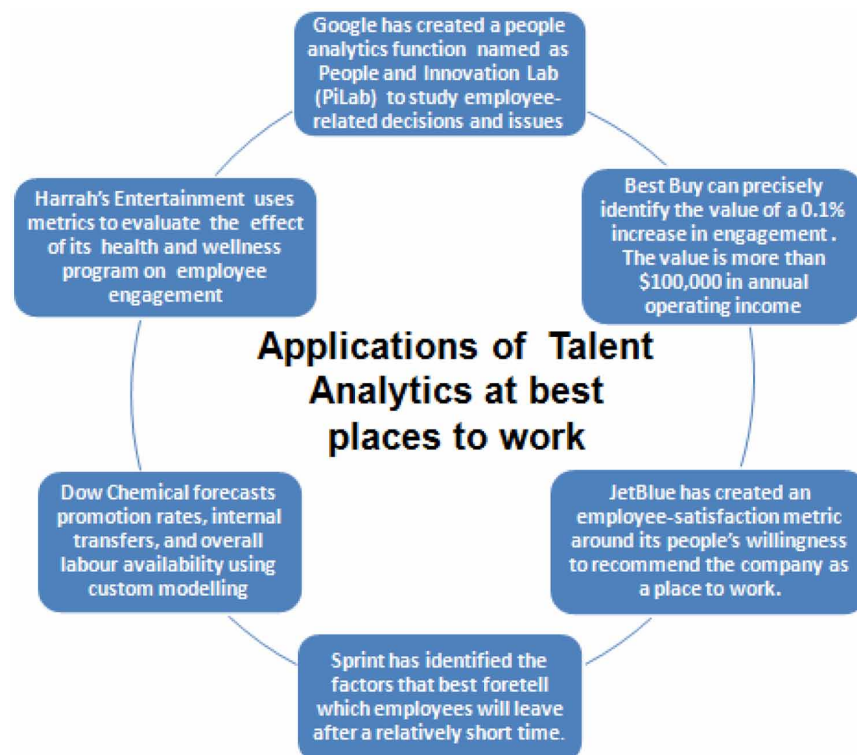
Organizations have started using HR analytics to improve their business outcome. Rasmussen and Ulrich (2015) have cited two such examples of HR analytics projects. In first example HR analytics was used to determine the relationship between leadership quality and turnover data, the outcome resulted into higher customer satisfaction. In the second example effectiveness of company’s graduate training program was assessed, it resulted into getting higher benefits for the business. Similarly Sparrowet al. (2015) has cited other examples like how Tesla applied analytics to understand its workforce and its customers. McDonalds applied analytics to optimise restaurant performance by identifying staff demographics, management behaviour and employee attitude. We all are aware Google was the first

company to set a benchmark by applying analytics in its human resource (Sullivan J, 2013). Although many organisations have started applying HR analytics, there is little evidence of its strategic use (Parry and Tyson, 2011; Rasmussen and Ulrich, 2015). Customization is the key that Coolen (2015) foresees is the next big thing, organizations will need “business user friendly self-service analytical software”.

Application of Human Resource Analytics in Organizations

Although Human Resource Analytics is in huge demand these days, most organizations are still struggling to move from operational reporting to analytics. However some organizations have successfully applied it in their operations. Leading companies like Google, Proctor & Gamble, BestBuy, and Sysco have applied human resource analytics to get the most value from their talent. Similarly, a business analytics solution provider organization named BRIDGEi2i helps global business service organizations to identify and act on levers for improving satisfaction and engagement levels of their large, diversified employee base. Leading organizations are increasingly adopting analytics to analyze their employee data for increasing their competitive advantage. Some of the leading examples that have been given in Harvard Business Review article have been summarized in Figure 1 given below.

*Figure 1. Application of talent analytics at best places to work
Source: Davenport et al. (2010)*



Application of Human Resource Analytics in India

According to a report published by LinkedIn in 2018 there has been a 70 percent increase in analytics professionals in HR across the Asia-Pacific region whereas India has shown a higher growth at 77 percent (Business Standard, 2018). The focus areas for use of analytics in HR in the Asia-Pacific region are namely talent acquisition, talent development and Compensation and benefits. HR practitioners in India are currently prioritizing on three areas that are: compensation and benefits, talent acquisition, productivity and performance. The top three industries to adopt talent analytics in India are financial services and insurance, technology-software, and professional services. As in the west, financial service sector is leading the way. Financial institutions and banks in India are using data mining and analytics for better business outcomes. Credit card companies use analytics to predict customer risk profile, similarly insurance providers also use analytics for risk estimation (Vohra, 2017). Retail sectors in India are also using analytics by analyzing the sale data and thus determining the marketing strategies. Telecom is another fast-growing sector that uses analytics for improving customer profitability and minimizing churn. Other sectors that use analytics are Pharmaceuticals, e-commerce and the airlines industry. Several Indian organizations have started using an assessment tool called Predictive Index (PI), which creates behavioural profiles of people (Singh, 2016). Amway for example used PI tool for selecting a candidate during internal job posting as the behavioural indices of the person fitted well with the desired profile. WithMe a fashion social network was facing problem in getting the right candidate, PI gave interesting outputs on the behavioural characteristics of the individuals which provided useful insights in selecting the candidate. HCL Technologies applies analytical tool which uses intelligent neural network engine using natural language processing and semantic analysis. This tool analyzes employee records and provides recruiters predictive intelligence to hire right candidate. This tool also helps in predicting employee retention, talent fulfilment as well as profiling talent to enhance performance. With the help of demographic analysis they are able to predict ROI ((return on investment) of programmes, policies and practices with higher accuracy. Few of the Indian companies that are using analytics in different fields are as follows: ICICI, IDBI, Axis Bank (Banks), Bajaj Allianz, ICICI Lombard (Insurance), Bharti, Tata Indicom (Telecom), Shopper's Stop, Arvind mills, Tanishq, Planet M, Gitanjali group (Retail), Naukri, Bharat matrimony, Time of India (online) (E-commerce), Jet Airways, Kingfisher (Travel), Ranbaxy, Pfizer, GlaxoSmithKline (Pharma).

CONCEPTUAL FRAMEWORK FOR EMPLOYEE ENGAGEMENT ANALYTICS

HR Analytics can prove to be an excellent tool for giving insight into employee engagement. This can be done by converting HR problem into a mathematical problem using DCOVA problem solving framework using discrete steps define, collect, organize, visualize, and analyze.

Define

First and foremost we should define the problem and understand what it is in the organization that drives their employees and can these drivers lead to superior performance. These drivers can be related to work, organization, manager, team, personal life and other similar factors. Through literature review many predictors of employee engagement have been identified these are as follows: Job Characteristics,

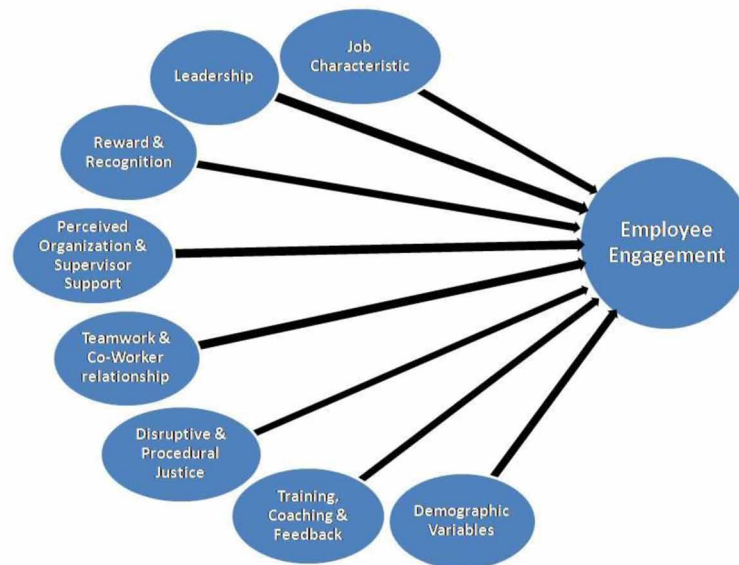
Unlocking Drivers for Employee Engagement Through Human Resource Analytics

Rewards and recognition, Perceived organizational support, Perceived supervisor support, Team and co-worker relationship, Distributive justice, Procedural justice, Leadership, Training, Coaching and Feedback. Other drivers that can also be included are self-efficacy, optimism, resilience, Big Five personality characteristics, positive affect and attitudes.

Collect

Then data should be collected, in order to unlock the value of engagement data, also it is necessary to combine engagement data collected with other information such as data from performance management system and business outcome data. Data can be collected from employees using standardized measuring scales available in academic literature. The 17-item Utrecht Work Engagement Scale (UWES) a popular tool used in literature can be used to measure three areas of engagement representing behavioral, emotional, and cognitive dimensions (Schaufeli et al., 2006). In order to measure Job Characteristic six items scale from Hackman and Oldham (1980) can be used, in which each item corresponds to a core job characteristic (autonomy, task identity, skill variety, task significance, feedback from others, and feedback from the job). In order to measure POS using the eight-item version of the survey of perceived organizational support (SPOS; Eisenberger et al., 1986). Perceived supervisor support (PSS) can be measured with 4-item scale used by Bouckennooghe (2009). Procedural justice can be measured by seven-item scale, while distributive justice can be measured by four-item scale (Colquitt, 2001). Other predictors can be similarly measured using standardized scales. Demographic details can be collected for comparison of engagement data across teams, gender, age groups etc.

Figure 2. Conceptual framework of employee engagement analytics



Organize

The collected data should be organized and cleaned such that it can be used for analysis. Associative and descriptive statistics can be used to identify the key variables. Questions not adding value to the analysis can be dropped. In order to organize and identify the appropriate analysis technique Table 1 will be useful. The dependent variable in this case is Employee engagement and the drivers are independent variables.

Visualize and Analyze

Data can then be visualized and analyzed using appropriate statistical technique. Overall engagement scores can be mapped against individual engagement scores. It can be seen here that if we are taking standardized scale for employee engagement measurement like 17-item Utrecht Work Engagement Scale (UWES), the dependent variable is then continuous as the scale is Interval or Ratio-and or sometimes Ordinal. Similarly the predictors (i.e. independent variables) like Job Characteristics, Rewards and recognition, Perceived organizational support, Perceived supervisor support, Team and co-worker relationship, Distributive justice, Procedural justice, Leadership, Training, Coaching and Feedback are also continuous. Only demographic variables are categorical. Thus the appropriate technique that can be used for employee engagement analytics is regression. Multiple regression can be used as independent variables are both categorical and continuous and the dependent variable is continuous. In order to understand what influences engagement in specific demographic groups (e.g. people with disabilities; millennials; older workers) t-test and ANOVA can be used.

Table 1.

Dependent Variable (DV)	Independent Variable (IV)	Analysis Test
Categorical DV (Binary, Nominal, or Ordinal)	<ul style="list-style-type: none"> • Categorical and only one IV • Continuous or together continuous and categorical 	<ul style="list-style-type: none"> • Chi-Square • Logistic Regression
Continuous DV (Interval or Ratio-and sometimes Ordinal)	<ul style="list-style-type: none"> • Categorical –Binary IV Group A Group B • 2 Category –Time Based Binary IV Group A at Time 1 versus Group A at Time 2 	<ul style="list-style-type: none"> • Independent samples t-test • Paired samples t-test
Continuous DV (Interval or Ratio-and sometimes Ordinal)	<ul style="list-style-type: none"> • Categorical IV with three or more groups, Group A versus Group B versus Group C • Category–Time Based IV with three or more time points (eg Group A at Time 1 versus Group A at Time 2 versus Group A at Time 3) • Continuous (assumed) DV and only one other continuous IV • Time-based categorical IV with two or more time points- Time 1 versus Time 2 (etc) in combination with one or more categorical IVs (eg Gender) 	<ul style="list-style-type: none"> • One-way independent ANOVA • One-way repeated measures ANOVA • Pearson’s correlation or Simple linear regression • Repeated measures ANOVA
Continuous DV (Interval or Ratio-and sometimes Ordinal)	<ul style="list-style-type: none"> • Two or more continuous IVs • Both categorical and continuous IVs 	<ul style="list-style-type: none"> • Multiple Regression (linear) • Multiple Regression (linear)

Source: Edwards and Edwards (2016)

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The process does not stop at analysis; the most important step after analysis is interpretation. The result obtained should be interpreted by relating it to the bigger picture, for instance identifying the key drivers for employee engagement, finding their impact on individual performance as well as organization's performance and identifying how demographic variables impact employee engagement. This step will help managers making informed decisions that can be backed up with verifiable data.

CONCLUSION

People are key to success for any organization. In a race to survive and sustain in the cutthroat market it's imperative for the organisation to put their best talent to work. The first challenge before every organization is to attract and retain the best. Second challenge is to ensure that those who are retained are engaged. Nowadays, employee engagement is widely talked about due its recognition as a tool which holds your best employees in your organization. The rising demand of the employees of the meaningful work and fulfilling workplace demands the organisations to create environment and culture which increases positive attitudes and behaviours and drive improved business performance. Engaged employees are one who are emotionally committed to their organisations and its goals and display discretionary efforts which results in engagement-profit chain. The employees become more caring, productive, gives better advice and stay in the jobs for longer periods. This ultimately leads to happy and satisfied customers, who purchase and refer more, which drives higher sales and profits for the firms and appreciation in stock prices.

The leading organizations can improve the overall employee experience and increase their engagement level with the support of Human resource analytics. This can be done by adopting tools like pulse feedback, designing wellness and fitness apps and developing self-service technologies that can help improve employee engagement. The HR department with the help of analytics driven tools and analysis can have better understanding of the employees' experience. The new age concepts like sentiment analysis, journey maps, design thinking and many more tools gives leverage to HR to measure employees behavioral traits and psyche and taking corrective strategies.

The analytics is providing opportunity to the firms to analyse the voluminous data they have gathered over the years from information systems and internal social platforms and get cues on how to manage the available resources effectively and remove the barriers by deep diving into the data and having investigative ideas about company's wellbeing from employees' perspective. In such circumstances, predictive analytics can propose a talent value model which can help in addressing vital questions like "What makes employees stay with our company?" what are the liking and disliking of the employees and likewise which can help in creating analytical models to study, understand and predict employees behavior. This will help the managers to assess the their strategies against that of competitors and deep dive into the HR issues ranging from matching recruitment offer, planning personalised performance inducements or deciding right time to make important announcement related to increments and promotions. The analytics is tried and tested and has proved its utility and relevance in the present times. The predictive analytics can be boon and can act as wonderful tool for the organisations due to its innate capability of providing valuable insights and forecasting for the future.

The chapter has made an attempt to highlight the utility of analytics in predicting the behavioural aspects of the employees in the organization. The study substantiated the claim with the help of the suitable examples and available literature from the past studies. Employee engagement is a burning issue in front of the organisation demanding immediate attention to attract and sustain best talent. This issue needs

to be relooked from different perspective for which it's required to be measured accurately by applying suitable tools and techniques to draw meaningful inferences and taking preventive measures. The future researchers can study the impact of predictive analytics on the employees' behavior and organizational efficiency and performance. This will help in better evaluation of the contribution made by analytics in the field of human behaviour and management of the organizations.

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Chapter 15

Managing Organizations Through Employee Engagement: An Indian Perspective

Shikha Rana

IMS Unison University, India

ABSTRACT

Recently, a lot of research is being conducted espousing the role of employees in achieving growth and sustainability. Everyday organizations are confronted with unforeseen changes in the form of innovations, competition, and legal compliances. These factors may hinder the organizational growth. Research studies have shown that employees play a crucial and important role in the long-term success of the organization as overall performance is a result of employees' enhanced productivity, which is an outcome of motivation, satisfaction, and engagement. An employee is said to be engaged if he/she attains the objectives, stays committed with the organization, and represents the company. High engagement of an employee with the organization leads to various organizational outcomes like high productivity and profitability, customer satisfaction, and reduced turnover of employees. The chapter explicates the concept of employee engagement and its drivers and relevance in the current scenario. Furthermore, various practices implemented by Indian organizations have also been discussed in the chapter.

INTRODUCTION

Employee Engagement is a very prevalent term gaining lot of attention from researchers and HR practitioners. Kahn (1990) defines employee engagement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. He stated that if an employee is to be engaged than three psychological engagement conditions are important: meaningfulness which focuses on work elements, safety (social elements, including management style, process, and organizational norms) and availability

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(individual distractions). The employee engagement may further be defined as an emotional and intellectual commitment towards the organisation (Baumruk, 2004; Richman, 2006 & Shaw, 2005) or the amount of discretionary effort depicted by employees in their job (Frank et al 2004). Apart from these definitions Robinson et al (2004) throw some light on the employee engagement with different perspective. They mentioned that feeling of being valued and higher degree of involvement in the organization enhances the employee engagement. They further propagated that feeling of being valued in the organization is derived from various policies and practices implemented in the organization. Training and development, communication, Co-operation are some policies which makes an employees feel valued in the organization while job satisfaction, family friendliness and immediate management increases their involvement within the organization. Truss et al.(2006) defined employee engagement as passion for work. Later on Schaufeli and Bakker (2010) defines work engagement as “the psychological state that accompanies the behavioural investment of personal energy”. Since its evolution, employee engagement has been continuously researched in relation to its importance, antecedents, consequences, impacts on the organizational outputs like performance and productivity. An employee is said to be engaged if he/she attains the objectives, stay committed with the organization and represents the company.

Saks (2006) clarifies the three often related terminologies like organizational commitment (OC), job involvement and employee engagement. Employee engagement differs substantially from organizational commitment . OC focuses on the attitude and association of individual with the organization while engagement is not an attitude it is the degree to an individual is attentive and absorbed in the performance of their roles. Voluntary and informal behaviors that can help co-workers and the organizations are the important aspects of OC while the focus of engagement is one’s formal role performance rather than extra-role and voluntary behavior. Further employee engagement also differs from job involvement. According to May et al. (2004), job involvement is the consequence of a cognitive judgment about the need satisfying abilities of the job and is tied to one’s self-image. In short, employee engagement is a different and idiosyncratic theory that consists of cognitive, emotional, and behavioral elements which are associated with individual role performance.

TYPES OF EMPLOYEE ENGAGEMENT

The research conducted by Gallup Organization elaborated the concept of employee engagement and found out three different categories of employees in relation to engagement which are as follows (Taylor & Woodhams, 2016 p. 88)

- Engaged employees (employees who are consistent in giving excellent results),
- Not engaged employees (believes in just completing the allocated task and has little focus on the overall goals of the organization)
- Actively disengaged employees (individual who are non- performers and play a constructive role in demotivating others).

Key Factors for Employee Engagement

Employee engagement can be explained with help of the following points (Peter R Garber, 2007):

1. **Commitment:** Commitment that employees have toward the organization describes the engagement with the organization
2. **Attitude:** If an employee has a positive attitude toward organization, values, goals, and operating principles, he/she is said to be called as engaged.
3. **Alignment:** Engaged employees align their efforts with organizational strategy. They understand the interlink between individual performance and organizational achievement.
4. **Communications:** There are effective, consistent, and trusted two-way communications between the organization and employees.
5. **Goals:** An engaged employee understands the organization's business objectives and works together with coworkers to support the achievement of these goals. In an engaged work environment, everyone is on the same team, channelizing their energies to achieve the best results for the organization.
6. **Customer Focus:** Engaged employees give their level best to satisfy the customer's needs. They work with full zeal and great enthusiasm to delight the customers.
7. **Loyalty:** As engaged employees are internally inclined towards their organization hence go beyond their formal work profile to achieve the organizational goals further they don't work just for the sake of paycheck or other benefits provided by the organization.
8. **Ownership:** Engaged employees put in the effort and commitment just like an owner of the business.

DRIVERS OF EMPLOYEE ENGAGEMENT

A review of literature on antecedents of employee engagement gives lot of insight into what drives employee engagement. Maslach et al., (2001) identified meaningful and valued work in association with the employees having a sense of control over their work can have a huge impact on the engagement level of employees. CIPD (2006) reported that communication mainly from top management is a significant predictor of employee engagement in the workplace. Saks (2006) identified perceived supervisory support, rewards and recognition, procedural justice, distributive justice and perceived organizational support as the strong determinants of employee engagement. Bakker and Demerouti (2008) in their model included job resources and personal resources as antecedents of work engagement, which lead to enhanced performance. Armstrong & Taylor (2014) revealed that interesting and challenging work, responsibility and control over resources all have an influence on engagement. Later, Joshi & Sodhi (2011) found job content, compensation/monetary benefits, work-life balance practices, top management and employee relationship and career growth and development opportunities and team orientation as the predictors of employee engagement. Further, Anitha (2013) found working environment (Glen, 2006; Attridge, 2009) and team & co-worker relationship as the significant predictors of employee engagement. Forty two antecedents of employee engagement were identified by Wollard and Shuck (2011) which were majorly divided into individual antecedents (e.g., optimism and self-esteem) and organizational antecedents (e.g., feedback and supportive organizational culture).

Features of Engaged Employee

As per Robinson, Perryman, and Hayday, (2003) engaged employees:

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- Have emotional attachment with their job as well as with the organization.
- Build trust in their employers.
- Feels more committed not only towards their work but also towards the Organization.
- Creates healthy workenvironment and generates respect for other employees
- Highly cooperate with their colleagues to perform effectively.
- Perform beyond the expectation of the employers and go beyond their job descriptions.
- Perform their work keeping in view the goals and objectives of the organization.
- Make necessary changes as per requirement and keep learning and updating themselves.

Impact of Employee Engagement on Organizational Outcomes

Employee engagement affects various important issues which are really important from the organizations point of view like performance, employee productivity, employee retention, and customer loyalty (Bakker and Leiter, 2010). Various Studies have shown that employee engagement has a positive influence on organisational performance indicators such as: employee satisfaction, employee turnover (Demerouti & Cropanzano, 2010; Harter et al., 2002; Saks, 2006). Some other research studies have also found employee engagement to be the significant predictor of Organizational performance (Otieno et al., 2015; Dajani, 2015) Gallup research found that higher employee engagement leads to higher earnings per share (EPS) among publicly-traded businesses. Due to high engagement levels employees continuously depicts those behaviors which assist in upgrading the performance (Hewitt Associates, 2004).

Another important outcome of employee engagement is productivity. There is a positive and significant relationship between productivity and engagement. Employees' knowledge of an organization's productivity levels also act as a significant predictor of employee engagement. Further employee engagement is based on four major circumstances in the organization like organization's culture, policies focusing on consistent reinforcement of employees, meaningful metrics and organizational performance (Patro, 2013).

High employee engagement not only upgrades the efficiency but also reduces absenteeism rate in the organization. The reason given by various researchers for this is that engaged employees are more conscious of their acts in the organization further they strive hard because they understand that their efforts would make their organization more effective and successful. (Harter, et al. 2013; Gonring, 2008).

In another study it has been revealed by several researchers that employee engagement practice helps an organization in increasing its employee retention rate (Balakrishnan et al., 2013). They identified that employee retention can be improved by stressing on non-financial drivers of employee engagement like communication, recognition, manager support, work engagement, team work and role clarity. Another survey conducted by Towere Perrin (2003) unveiled that highly engaged employees are more stable employees because when employees are engaged, they feel motivated which reduces their stress levels and enhances morale.

Employee engagement have often been linked to customer satisfaction also (Rama Devi, 2009). She stated in her study that "customer service through operational excellence" can only be successful when two aspects are paid attention i.e., customer satisfaction and employee-engagement programs. She further opined that when employee becomes more engaged, chances of leaving the organization reduces and employees become more dedicated to meet the customer demands. Through this attitude an employee builds customer loyalty over a period of time.

EMPLOYEE ENGAGEMENT MODELS

Researchers have identified several models of employee engagement. A brief description is as follows:

Kahn's model (1990) of employee engagement is considered to be the oldest model of employee engagement. As per his model in order to have engagement three psychological conditions that are to be fulfilled which are associated with personal engagement and disengagement of work: meaningfulness, availability and safety. He identified that, workers feel more engaged at work situations when they perceive psychological meaningfulness and psychological safety, and when they are psychologically available. Psychological meaningfulness is characterized by challenging work, autonomy, appropriate goals and creativity. Availability is more concerned with the employee's emotional and psychological availability to execute the work. As per Kahn's model an employee would be available when he/she feels sense of security, generates confidence in his/her ability, develops consciousness about self, feels adapted with the social system. The third factor safety indicates good and harmonious relationship between the employee and his colleagues and seniors. Employees will feel engaged when they feel psychologically safe i.e., get the support of their peers and bosses.

One of the renowned independent UK based consultancy firm IES (Institute for Employment Studies) did a survey in the year 2003 which was formally called as Robinson, Perryman and Hayday (2004) model of employee engagement. The model concluded that high engagement among employees leads to positive attitude towards the organization and develops a sense of pride for the organization. A positive perception is created among employees for performing expectations. Engagement induces a feeling of team spirit among the employees and all these aspects helps an employee to go beyond the requirements of the job. Training & development, performance appraisal, communication, family friendliness, pay & compensation, fair treatment are some of the aspects were identified which were responsible for employee engagement as due to these factors an employee feel valued and involved in the organization.

The above model put more emphasis on "feeling valued and involved" in the organization. As per the above diagram the employees feel more valued when they receive adequate training and development, their performance is appraised appropriately and they get fair treatment from the management. Moreover employees feel more involved with the organization when more stress is being put on co-operation, family friendliness and job-related satisfaction.

Another significant model given by Maslach, Schaufelli and Leiter (2001) on "Job Burnout" in the year 2001. In this model they set a linkage between burnout and engagement. They found out that six factors i.e., work load, control, rewards & recognitions, community & social support, perceived fairness and values leads to high engagement among the employees of the organization. It was also found out that feedback and autonomy have been related to burnout.

Figure 1. Kahn's model

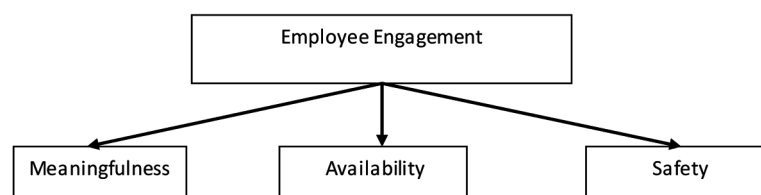


Figure 2.

Source: IES Survey, 2003



MANAGING ORGANIZATIONS THROUGH EMPLOYEE ENGAGEMENT MODELS: AN INDIAN PERSPECTIVE

Reliance Industries Limited (RIL) which is a Fortune 500 company and the largest private sector corporation in India has developed a unique radio system to engage their employees called, “R-VOICE”. It is a radio engagement program for the employees to share their opinions, suggestions and reflect their views on the best practices within the organisation. This initiative has been taken to understand the employees and their problems. Through this organization would get a clear picture about how employees feel about the concurrent organizational practices. With the introduction of “R-VOICE” Reliance would now be regarded as “a listening organisation”. “Shubh-Labh” another very distinctive initiative have been introduced by RIL to make employees aware of the benefits that organization is offering to its employees. Hence two virtual animated cartoon characters called ‘Shubh’ and ‘Labh’ are created who have reached to more than one lakh employees working at Reliance promoting and informing about the various benefits other than monetary benefits that the employees are entitled to. These cartoon characters would inform employees through simple animated dialogues which would further enhance their engagement levels in the organization. For example REFERS (Reliance Employee and Family Emergency Response Service), which is an important employee benefit program where all employees and their families can accommodate during any kind of emergency, medical or otherwise would be informed by ‘Shubh’ and ‘Labh’ to the employees. Various other important benefits which employees are not well aware of like health check-ups for employee and spouse, an emergency hotline, domestic and global education assistance, maternity, paternity and adoption leave; and post-retirement medical insurance, medical and accident insurance would also be well communicated to employees through ‘Shubh’ and ‘Labh’. RIL have strong faith in these innovative techniques as they will increase the employee engagement in the long run (Dey, 2017)

Infosys, a big shot in IT sector organizes number of events and runs social responsible initiatives every year to engage the best talents in the organization as it believe that success of the organization depends on the level of employee engagement with the organization. Employees enjoy autonomy in the

organization as the company believes that freedom would sharpen the career path of its employees. Some very good innovative ways have been developed by Infosys to increase the employee engagement in the organization. One such way that has been developed for discussion is 'Petit Infoscion Day'. In this event kids and families of employees once in a year are invited whole heartedly to enjoy and celebrate. The whole centre is decorated with a theme. Further, the guests receives a red carpet welcome. Employees who are dressed like Donald ducks and Mickey Mouse, receive the kids. Arrangements of Horse riding and Charriots are done for the guests to take a tour around the development centre. Games Stalls are organized on the roads for the family to have fun. For taking rest dormitories are also set up for the kids but hardly any kid rests in those dormitories as many activities are organized at a very rigorous pace to make the families feel more happy and excited. The basic idea to organize such events is create a sense of liking and happiness in employees further the employees feel more valued as their families are being respected and honored in the organization (Karthikeyan, 2014). All the employees are invited to bring their families in all the major cultural events at Infosys. Infosys also introduced "INFY Radio" to engage it employees. This radio medium of engaging the employees is a great source to get the feedback of employees on various policies and practices initiated by the organization .These activities enhance the engagement levels of the employee as they develop a sense of belongingness towards the organization.

Hindustan Unilever Limited (HUL) one of the leading company of consumer goods in India also engage its employees in various ways. Leela Nair, Chief HR officer (HUL) in an interview with The Hindu BusinessLine (2011)in its report revealed that in order to engage employees at various levels of organization every fortnight, 10 to 15 young managers are randomly selected to have lunch with MD & CEO who initiates the lunch by convincing those young managers to speak whatever goes on in their mind about the organization. If employee would only speak positive then MD would ask the most negative things about the organization. Further, he would take an in-depth insight into those aspects which are not working in favour of the organization. Further, he would take their assertive feedback on the critical and troublesome areas of the organization so that improvements can be made. Issues like employee health and well-being are also seriously dealt with as HUL have a system called vitality index where every employee is assessed on key parameters: blood pressure, cholesterol, diabetes and BMI. Through this the organization identify the no of employees falling in the "red" zone which alarm employees about their risky health profile and they are advised become more conscious about their health. HUL further have a world class occupational health centre. At Food court, diet food is being offered to those employees who wants to loose weight in order to stay healthy. Further, HUL conduct stress counseling sessions and yoga workshops to mitigate both mental and physical problems of its employees. HUL have full-fledged health infrastructure which includes meditation centres& gym headed with trained experts. HUL also frequently organizes vision workshops for every employee so that they get an insight into their company's future. Through these vision workshop employees are continuously rejuvenated about the company's vision so that they may strive hard for the company (Kamath & Krishnan, 2011).HUL is an organization which focuses a lot on employee centric activities in order to engage them in the organization.

Tata Steel too opt for robust engagement programs for its employees. In order to maintain strong engagement with employees, the organization has established various forums through which employees may remain connected and aligned with the organization. Continuous engagement surveys are conducted in the organization further employees happiness study too is done. Forums like MD online, General Dialogue, Joint Union-Management are available for employees to reflect their concern about issues related to the organization. Keeping the concern and needs of employees at the utmost, the organization has initiated practices like five-day work, work from home, satellite office operations and paternity leave.

Managing Organizations Through Employee Engagement

While hiring employees special attention is being paid on women, SC/ST, specially abled people. Further, focus is also put on safe working environment so that employees feel connected with the organization.

Airtel, a big shot in telecom industry, is also very sensitive on employee engagement issue. Engaging employee is a continuous activity in Airtel. “Airpulse” which is an employee engagement survey strives to achieve employee feedback on three dimensions such as

“Say”, “Stay” and “Strive”. These three dimensions are the parameters to assess the organizational growth among diversified employees of the organization. Learning plays an important role in engaging employees at Airtel. Gamification and simulation are two techniques utilized by Airtel to motivate and engage employees. Additionally, iLearn is a Learning Management system which is available to employee on desktop and mobile to learn instantly (Balachandran, 2017).

HCL renowned IT company has a viewpoint that training and engagement are the main drivers of employee engagement. In pursuit of the employee engagement goals various programs are undertaken by HCL. Employee First Councils is one such program which provides an opportunity to every employee to pursue his/her passion for work. Another program known as “Fundoo Friday” where each Friday is celebrated with various activities, events, contests and competitions across every office of HCL in India. Fundoo Friday is all about fun at workplace. “Make a Difference Jamboree” also known as MAD JAM provides a recognition platform to those employees who have enormously contributed to the organization. For recognizing and rewarding the outperformers another program is O2 League where extraordinary employees who are outstanding performers are rated. “Xtramiles” another recognition program encourages employees for doing a job well. For further engagement of employees HCL provides its employees an environment of growth and learning. To pursue this goal HCL has collaborated with premier institutions like U21 Global and Harvard Business School Publishing. These institutions assist employees in pursuing higher education and advance learning. EPIC (Employee Passion Indicative Count) is a self-assessment technique which assist employees in understanding their passion and growth drivers (Gopalkrishnan, 2012).

If we see the linkage of above industry techniques of engaging the employees with the existing models then we may observe that Reliance focuses more on the Psychological safety and availability which are the important aspects of Kahn’s Model. Infosys gives lot of importance to employee autonomy which we may relate to Maslach, Schaufelli and Leiter model (2001) further majority of the employee engagement programs of Infosys shows connection with Robinsons model (2004) where family friendliness, communication are the important parameters to engage the employees. Similarly, HUL’s engagement programs are more derived from the Robinson’s model as they too give importance to the role of top management and health & safety programs in enhancing the engagement of employees. Further, the employee engagement programs of Tata Steel, Airtel and HCL are also influenced more by Robinson Model (2004) as cooperation from top management, family friendliness events, pay & benefits, equal opportunities and fair treatment for all the employees are well addressed by the organization in order to increase engagement among employees.

CONCLUSION

The above discussion makes it clear that employee engagement is an essential tool to make the organizations grow and develop. But if the organizations adopt the full fledged model given by the researchers then probably it would be more effective in dealing with engagement problems of employees because

these models gives a well defined criteria for enhancing engagement level among employees and it is also significant Models, because employees are the growth drivers of an organization as they not only achieve the objectives of the organization but also create value for the organization. Research studies have proved that high engagement levels of employee leads to productivity, profitability and customer satisfaction. All the top organizations take lot of initiatives to engage their employees with the organization. Through engagement initiatives employees feel committed to the organization and they exert endless efforts to go beyond their job profile and responsibilities. Further, through their hard work they assist their organization in getting competitive edge and attaining the mission and vision. Through rigorous engagement initiatives an organization succeeds in managing retaining and sustaining the talent which further ensures long term sustainability of the organization. Lastly, it is rightly stated by Gallup the global research and consultancy American organization *When your employees are engaged, they don't just become "happier"— they become better "performers."*

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Chapter 16

Burnout and Stressors as Influencers on Work Engagement Among Law Enforcement Agents in Selected Cities

Mihir Joshi

Gurukula Kangri Vishwavidyalaya, India

ABSTRACT

Burnout is an underlying issue that has an adverse effect on the working enthusiasm of the employees. In this chapter, the researcher has attempted to assess the influence of stressors on burnout and work engagement in the context of the Indian law enforcement agents. The study evaluates the correlations between burnout factors—emotional exhaustion, cynicism, low professional efficacy—with vigor, dedication, and absorption. For the purpose of this study, items from MBI-GS for assessing burnout, scale for stressors, and employee engagement are adapted. The construct of the scale developed was established using confirmatory factor analysis. The study was carried out for 145 law enforcement agents in the selected cities of a North Indian state. T-test results applied on stressors between male and female groups show varying results. A significant negative effect of burnout factors on work engagement factors is observed through the empirical examination using SEM AMOS.

INTRODUCTION

Every law enforcement agent has to deal with stress related elements that could be interpersonal (family matters), workplace (organizational levels) and those related to tasks (job demand) such as issues related to encounters, investigative search and fear of injury (Toch, 2002; Carson, 1987; Violanti&Aron, 1994; Malach-Pines &Keinan, 2006). The Burn out issue has been a center point of the study for researchers in varying fields Nursing (Havens, Gittel, &Vassey, 2018), police officers (Dick, 2000;Malach-Pines

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&Keinan, 2006; Kwak, McNeeley, & Kim, 2018), neurologists(Miyasaki et al., 2017), firefighters (Lee et al.,2018; Smith et al.,2018) and teaching(Hakanen, Bakker, &Schaufeli, 2006). Burnout is an aftermath of stress and related factors that diverges an individual's interest towards work (Hakanen, Bakker, &Schaufeli, 2006). It is considered to induce a feeling of extrication from work and creates exhaustion and skepticism towards work (Maslach et al., 1996). Burnout disengages people from all those roles at work which are considered as effective, involving and energetic (Maslach&Leiter, 1997;Maslach, 2001; Cole et al.,2012). However, researchers have considered Burnout as an independent activity(Schaufeli& Bakker, 2001, 2004; Bakker, Demerouti, &Schaufeli, 2005). It is a concept which can only be explained by having a separate set of measures. According to Schaufeli& Bakker, (2003, 2004) Maslach's Burnout Inventory (MBI) does not clearly assess Burnout empirically as well as conceptually.

Work engagement is a positive expression of feelings towards work and aspects related to work. The expression constitutes of vigor, dedication and absorption. "Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence also in the face of difficulties." "Dedication means a sense of significance, enthusiasm, inspiration, pride, and challenge." The third factor of work engagement is absorption, "which is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work."(Schaufeli, Salanova, Gonzalez-Romá, & Bakker, 2002). It is also considered as a feeling that generates commitment towards job and a sense of responsibility. Further researchers posit engagement to be behavioural aspect inclusive of trait features reflecting to an individual's efforts towards work(Crawford, Le-Pine, & Rich, 2010). Thus, work engagement is a constituent to the contributions made to organization through an individual's gusto withstanding the hurdles in achieving targets. Additionally, researchers have different explanations to engagement, which is a physical, cognitive and emotional expression to the roles in organization.

In this study however, the researcher utilizes the MBI as a measure of Burnout to understand the intricacies involved in work engagement of law enforcement agents. Moreover, a number of stressors are also associated with the law enforcement job holders (Malach-Pines &Keinan, 2006). The stressors cause an imbalance to the empathetic and authoritative combination of the agents. Organizational Stressors involve the challenges faced at the administrative, organizational structure and daily task related. The command chain followed in law enforcement departments sometimes impair decision making. Lingering stressors are related to the timely execution of goals and meeting the deadlines. Shifts are usually oddly placed owing to the nature of job and overload is common. External stressors are the most accrued for law enforcers. The cooperation with other departments is minimal and police officers have to invest additional time to meet the necessity of job like accompanying a high profile criminal for hearing to court and handling press. Further the researchers have designated the burnout symptoms like alcohol abuse, personal unresolved matters, job dissatisfaction, social disconnection, extreme public exposure, aggressive attitude (Kwak, Neely, & Kim, 2018).

Past researchers have considered Burnout to be different in case of law enforcement agents as it involves not just the stress conditions but display of multiple emotions that should not be expressed socially. The stressors aggravate such emotional display which consequently effects the work engagement. Some police officers happen to shift to different departments as a result of dissatisfaction or dissonance with work. Studies have revealed that cynicism increases with extreme public exposure. This increase in cynicism creates work disengagement and also limits the social interaction of law enforcement agents (Kwak, Neely, & Kim, 2018). The stressors create emotional outbursts among police officers besides nervousness (Malach-Pines &Keinan, 2006). The purpose of this study is to understand the role of stressors that

aggravate burnout. Furthermore, the study explores the burnout and stressor effect on work engagement. It is necessary to understand the relationship of stressors with burnout factors of MBI in Indian context.

LITERATURE REVIEW

Burnout

Law enforcement officers have to face several stress situations every day that mulls out energy, patience and make them repress emotions (Hillgren & Bond, 1975; Jovanovic, Krajnovic & Marinkovic, 2018). Past literature has defined Burnout in both fictional and non-fictional terms that shows loss of desire, a work generated craving and optimism associated with job (Maslach, Schaufeli, & Leiter, 2001; Atouba & Lammers, 2018). It is the day to day challenges that are faced by individuals at work particularly police officers who have to remain both agile and more fixated to solve civil issues (Maslach & Schaufeli, 1982). Burnout is an after effect of the stress that has been persistent in professional arena to an individual and is unavoidable (Maslach, 1982). It is therefore, considered as a negative outcome of the stress that has accumulated in the attitude of the individuals. The corpus of time spent on work along with stress left untreatable creates assumptions related to job that subsequently confounds confidence and questions objective doing what the person is intended to do (Maslach & Schaufeli, 1982). This creates a pattern in the consciousness of the individual which is fabricated into several negative thoughts and breakdowns. Further, it propagates negative thoughts and later individual starts dejection of self -accomplishments and job (Maslach, Schaufeli, & Leiter, 2001). The origin of the term burnout is credited to the work of fiction in a novel "A Burn-out Case" (Greene, 1961; Maslach, Schaufeli, & Leiter, 2001) and the research conducted on human amenity workers in whom the forfeiture of drive and obligation was studied (Maslach, Jackson, & Leiter, 1996). Past studies display that Burnout has its fundamental beginning from the services based jobs that have high performance expectations and require perfect time execution (Maslach & Jackson, 1984).

Police force job is civil service that requires persistent nimbleness and effective response to the incidents in surroundings. Effective response designates to the ideal use of emotional and cognitive reflexes. Burnout leads to negative and abating service from an individual leading to depression, absenteeism and meager productivity (Kop, Euwema & Schaufeli, 1999). Additionally, Burnout may lead to increased use of alcohol, abusive rambling, insomnia, creating personal and professional distance from colleagues and even family members (Maslach & Pines, 1977; Maslach & Jackson, 1985). Gender differentiable study has also been conducted in relation to Burnout that (Purvanova & Muros, 2010). Studies concerning Job Burnout among law enforcement agents in India are very scarce (Ranta & Sud, 2008; Bawa & Kaur, 2010; Suresh et al., 2014) but have been widely studied in other countries around the globe (Carlson, Anson & Thomas, 2003; Moustert & Joubert, 2005; Storm & Rothmann, 2003; Queirós, Pereira, & Martins, 2012; Odedokun, 2015; Chappelle et al., 2014). Past explorations based on Burnout in Indian context have been carried out on software developers (Advani et al., 2005; Singh, Suar, & Leiter, 2012), call center associates (Surana, Singh & Saxena, 2011; Surana & Singh, 2012), manufacturing and other sectors (Sharma, 2002; Anand & Arora, 2009; Mehta, 2012).

Past studies have promulgated the constituents of Burnout as emotional exhaustion, cynicism and low personal worth (Maslach, 1982; Maslach, Jackson & Leiter, 1997). Emotional exhaustion is considered as a prolonged situation where an individual gets worn-out of emotions and physical aspects

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such as interaction with public, criminals, performing day to day roles as per expectations of the higher authorities and duties of the crime scene and point of impact (Maslach & Jackson, 1985). These result in psychological grumbling situations, early fatigues at work, depression and anxiety (Bakker, Nachreiner, & Schaufeli, 2001). An interpersonal interaction to meet ever increasing emotional demands results in enervation of resources for further communication. In cynical state an individual feels the need to distant self from the source of demotivation. This distance is so created to make self-aware of the causes of emotional depletion (Maslach & Pines, 1977; Maslach & Jackson, 1985). Cynicism and low personal efficacy are associated to the experiences of emotional exhaustion (Maslach, Jackson & Leiter, 1997). The demanding nature of the job in services sector including the civil services results in exhaustion at some point. At this stage the individual engaged in services reduces the efforts to interact with the receivers by creating a distance in offering distinctive services. Additionally the individuals use perceptive responses when they experience fatigued behavior (Cropanzano, Rupp, & Byrne, 2003). Past researches in different contexts have staged cynicism to be an abrupt retort to the exhaustion state (Cropanzano, Rupp, & Byrne, 2003; McCarty & Garland, 2007). Further, low personal efficacy is suggestive of low self-respect in perspective to the job performed by an individual. The individual experiences paucity towards the work due to exhaustion and depersonalization. It is quite complex to realize the low personal worth towards the work when facing depersonalization and exhaustion as in several instances they are the causes of the feeling of inefficacy (Maslach & Jackson, 1985; Maslach, Schaufeli & Leiter, 2001). Further, it feels irrelevant to work with the same enthusiasm when a sense of emotional exhaustion seeps in. Gradually, individual starts undermining and evaluating all deeds of the past and present as negative. It also points to extreme demotivating behavior of self (Maslach & Jackson, 1985; Cropanzano, Rupp, & Byrne, 2003; Wiese, Rothman & Storm, 2003). For the purpose of this study the researcher utilized the statements from MBI scale and MBI-GS (General Survey) (Maslach & Jackson, 1981; Schaufeli et al., 1996; Salanova & Schaufeli, 2000). The statements used in the study were like "I feel I am working too hard on my job". A seven point scale was employed in this study where the respondents were asked to respond from 0 indicating "Never", 1 "A few times a year", 2 "Monthly", 3 "A few times a month", 4 "Every Week", 5 "A few times a week", 6 "Every day".

Stressors

Since the mid-1970s, various studies have been conducted to identify the reasons for law enforcement agents work pressure and their stress level as law enforcement is accepted as the most stressful occupation worldwide (Reiser, 1974; Kroes, 1976; Violanti & Aron, 1994; Toch, 2002; Mikkelsen & Burke, 2004; Haque, 2016; Naz & Gavin, 2013; Nix & Wolfe, 2017). On the basis of available literature job stressors in law enforcement can be broken down into four main categories i.e. task related stressors (Anshel, 2000; Aldwin, 1984; Dick, 2000; Carson, 1987; Violanti & Aron, 1994), organizational stressors (Brown & Campbell, 1990, 1994; Ellison, & Genz, 1983; Molloy & Mays, 1984, Toch, 2002), personal stressors (Brown & Campbell, 1994; Mikkelsen & Burke, 2004), external stressors (Davidson & Veno, 1980; Kroes, 1976, Mikkelsen & Burke, 2004).

In Defense forces, task related stressors also designated as acute stressors include the way in which police officers act and think differently in more stressful situation as compared to less stressful situations (Anshel, 2000; Dick, 2000). Law enforcers have to maintain their macho image besides being polite and deal efficiently with stress situations (Perrier & Toner, 1984). Moreover, law enforcement agents are anxious of being killed or injured, shooting, dangerous situations, physical and mental error because of

acute stressors (Loo, 1984; Territo & Vetter, 1981; Toch, 2002; Carson, 1987; Violanti & Aron, 1994). Other than fear of being injured or killed the most stressful situation for them is death of their colleagues on duty (Sewell, 1981, Carson, 1987; Violanti & Aron, 1994) and informing the family of deceased officer adds to the stress level (Brown & Forde, 1989; Toch, 2002). Encounters of criminals also enhance the stress level of agents since killing a human being requires a lot of self-conscience, test of wisdom and moral strength (Paton & Violanti, 1999; Toch, 2002). Chronic stressors include structure of law enforcement agents and overload of work such as both qualitative and quantitative work and continuous shifts rotations (Brown & Campbell, 1990, 1994; Davidson & Veno, 1980; Leonard & Tully, 1980). Quantitative work includes performing a number of different tasks simultaneously and qualitative work is related to performing highly complex and dangerous task. This overburden becomes more frustrating when it combines with inadequate utilization of their skills and abilities as they have to perform the task for different ethnic groups and social class and have to handle their personal problems (Leonard & Tully, 1980). Many times police officers feel that they are influenced by concerns that have nothing to do with their own functioning on the job (Kaufman & Beehr, 1989; Kroes, 1976; Reiner, 1991). Staying focused on the objective besides sympathizing with others is difficult and challenging (Bull, Bustin, Evans, & Gahagan, 1983; Sewell, 1994).

Stressors related to organizational structure of the law enforcement agents are known as organizational stressors (Brown & Campbell, 1990, 1994; Molloy & Mays, 1984) such as lack of administrative support of seniors, participation in decision-making, and of opportunities for advancement (Alexander, 1999). Brown & Campbell, (1994) and Alexander, (1999) found that organizational and managerial stressors have more impact as stressors than the daily routine tasks. Studies have additionally demonstrated that absence of sensitivity, lacking supervision and maintaining a lot of paperwork material is evaluated by law enforcement agents as intensely hostile and more stressful (Brown & Campbell, 1994; Toch, 2002; Molloy & Mays, 1984; White, Lawrence, Biggerstaff & Grubb, 1985). Law enforcement agents also have stress related to the way their promotion will be determined. Furthermore, investigating the most difficult and frustrating cases also create very stressful environment for them. These situations require explanations and reporting to the internal agency about their actions and reasons associated with those actions (Toch, 2002; Terry, 1981).

External stressors are created outside the precinct where the external powers come into action like aggravated assaults, public comments, public aggression, media and news reporting, court judgment that might increase tensions and retaliation by public (Perrier, 1984; Davidson & Veno, 1980; White et al., 1985; Kroes, 1976). Law enforcement agents also have to deal with the psychological stressors or personal stressors that encompass the price police officers pay for the conflict between their work and family demand (Brown & Campbell, 1994; Perrier, 1984; Mikkelsen & Burke, 2004).

Reaction of law enforcement agents while they are in stress can be segmented into three primary classes: physiological, emotional, and behavioural reactions. Physiological reaction enhance the chances of increase in number death due to heart attack, cancer and other sever disease (Davidson & Veno, 1980 ; Vena & Petralia, 1998) and various health problems related to stress including obesity, high blood pressure, headaches, stomach problems, sugar, high cholesterol, and various skin problems, anxiety (Davidson & Veno, 1980; Perrier, 1984; Vena & Petralia, 1998). Other, more common emotional reactions to police stress are job frustration, boredom, nervousness, restlessness, anger, emotional exhaustion, depression, alienation, and emotional cut-off from various aspects of daily life (Perrier, 1984; Davidson & Veno, 1980; Donovan, 1981 On-the-Job Stress in Policing, 2000; Perrier, 1984). Other than this due to stress there is lack of concentration power and pay they feel more difficult to pay attention to their work, aggression

increased among them, marital complications, violence, excessive smoking and drinking, alcoholism, and drug abuse (Beutler, Nussbaum, & Merredith, 1988; Davey, Obst, & Sheehan, 2001; Terry, 1981; Davidson & Veno, 1980; Violanti et al., 2017), Behavioural reactions leads to quitting the force, in few cases officers prefer voluntary retirement, increase in number of absenteeism and unpunctuality, reduced efficacy in job performance, errors of judgment, low morale and reduction in the attractiveness of police work as an occupation (Brown & Campbell, 1994; Cooper, Kirkcaldy, & Brown, 1994).

Work Engagement

Vigor, dedication and absorption are the constituents of a positive, gratifying and job oriented state of mind associated with Work Engagement (Schaufeli, Salanova, González-Roma, & Bakker, 2002; Crawford, Lepine & Rich, 2010). Engagement includes cognitive, emotional and physical efforts to enhance performance of the employee where they show dedication towards their job role (Maslach & Leiter, 1997). An individual displaying responsible behavior towards the job role also shows a positive impact on the job performance (Schaufeli, Taris, & Rhenen, 2008). Increased positivity in work engagement leads to better productivity, low non-appearances at work, better quality work and higher profitability. Further, personal principles and values aligned with the work also influence the engagement (Maslach & Leiter, 1997; Maslach, Schaufeli & Leiter, 2001; Brit, 2003). According to Kahn (1990), work engagement is that psychological state in which employees are not only cognitively involved in work but also emotionally for the assigned role. Work Engagement is also considered as an obligation that requires intellectual or cognitive and emotive contribution by an employee towards the job role (Rothbard, 2001; Shaw, 2005; Saks, 2005; Richman, 2006). Work engagement and Burnout are considered as the two ends of continuum where the former displays positivity throughout the job assigned and the latter shows the negativity that creates subjectivity and improper action in an individual (Schaufeli et al., 2002; Storm & Rothmann, 2003). Work engagement for employees is a part of the field that covers indisposed circumstances of employees to their well-being (Maslach, Schaufeli & Leiter, 2001; Schaufeli, Taris, & Rhenen, 2008). Employees positively engaged in job perform better even under odd circumstances and effectively execute their duties where in three fundamentals of engagement Vigor, Dedication and Absorption (Schaufeli et al., 2002).

Perseverance during challenging situations, employee enthusiasm towards the job, inclination towards the assigned roles, applying necessary determination to the job with higher mental pliability and energy are the constituents of *Vigor* (Schaufeli, Salanova, González-Roma, & Bakker, 2002; Storm & Rothmann, 2003). The resilience incorporated by employees at work increases their capacity to endure tough situations. Employees display willingness to endow effort in completion of everyday tasks at work without getting exhausted. The state of fatigue is not achieved with high levels of energy (Gonzalez-Roma et al., 2006;). The second dimension in defining engagement is *Dedication* that entails stimulus, self-importance, passion and challenges. This dimension shows a strong level of importance given to the work by employee where tasks are accomplished with great enthusiasm (Storm & Rothmann, 2003). The third dimension in assessing the Engagement is *Absorption*, which is characterized by being completely focused and happily immersed in one's work. Past researches propound that the individual is not able to easily disengage self from the work whereby the time passes swiftly (Schaufeli, Salanova, González-Roma, & Bakker, 2002; Storm & Rothmann, 2003; Maslach, Schaufeli & Leiter, 2001; Jena & Pradhan, 2017). In this study the scale item for measuring the work engagement were derived and adapted from Utrecht Work Engagement Scale (Schaufeli, Salanova, González-Romá, & Bakker, 2002; Schaufeli & Bakker, 2003) as can be observed through table 1. A seven point scale was utilized in the study that varies from 0 indicating

“Never”, 1 “A few times a year”, 2 “ Monthly”, 3 “A few times a month”,4 “Every Week”, 5 “ A few times a week”, 6 “ Every day”. Table 1 shows the factor loadings of the items sets.

On the basis of the above review the researchers hypothesized:

H1: Stressors have a significant influence on Burnout.

H2: Stressors and Burnout have a significant influence on work engagement.

Method

Data collection was carried out in the 4 major cities of Northern state in India where the respondents were chosen on the basis of systematic sampling. The self-report questionnaire was circulated from November 2017 till April 2018. Of the 200 questionnaires circulated only 155 questionnaires could return giving a response rate of 77.5%. Out of 155 samples 145 samples were found suitable for the study as rest 10 questionnaires were incomplete and were rejected during data cleaning.

Table 2 displays the descriptive of the characteristics where it can be seen that 68.3% of the respondents are male and 31.7% of the respondents are female (n=145). The identity of the respondents is secluded for maintaining the ethical privacy. The designation section shows a higher percentage of constables in the study (42.1%). Years of service was taken from less than 5 years to greater than 10 years which is shows 59.3% respondents with less than or equal to 5 years of experience.

Analysis

In this study the validity and reliability of the measures is tested through KMO and Bartlett’s test of sphericity and Cronbach’s alpha respectively. Moreover, the factorization of the predictor and outcome variable is done by applying Exploratory Factor Analysis and to establish the factors Confirmatory Factor Analysis is applied using IBM AMOS 21 version. Table 3 shows the KMO achieved for the MBI-GS measure is .753, for UWES (Utrecht Work Engagement Scale) is .815 and for Stressors is .858 which is in a good range (above .6) and shows decent construct validity of the measures (Cavana et al.,2001; Kaiser, 1974; Nunnally, 1978). Cronbach’s Alpha was applied to test the reliability of the scales. The alpha value for the MBI scale is .902, for UWES is .912 and for Stressors is .834 which is above the acceptable range of .7 and is considered good (Field, 2009).

Further in order to establish the factors a measurement model was generated using the Confirmatory Factor Analysis since in Indian settings studies on the three factors considered in this study are scarce (Ranta & Sud, 2008; Surana & Singh, 2009). Measurement model achieved is a good fit model with indices values in acceptable range Cmin/df=1.779; Comparative Fit Index, (CFI)=.922; Normed Fit Index, (NFI)=.841; Tucker Lewis Index, (TLI)=.909; Incremental Fit Index, (IFI)=.902; Root mean square error of Approximation, RMSEA=.07 (Netmeyer et al.,2003).

The three factor model shows acceptable fit to the data for structural model with Cmin/df=1.890, Comparative Fit Index, (CFI)=.911; Normed Fit Index, (NFI)=.830.; Tucker Lewis Index, (TLI)=.897; Incremental Fit Index, (IFI)=.912; Root mean square error of Approximation, RMSEA=.07. Additionally the results display a significant negative influence of Stressors exhibited on the endogenous variable Burnout ($\beta=-0.082, p<.003$). Therefore, the hypothesis (H₁) that stressors have a significant influence on Burnout is accepted. The influence of stressors on Work engagement was negative but insignificant ($\beta=$

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Table 1. Factor loadings

<i>Item sets and factors</i>		<i>Factor loadings</i>
<i>Burnout</i>		
BT1	I feel emotionally drained from my work.	.714
BT2	I feel used up at the end of the work day	.716
BT3	I feel fatigued when I get up in the morning and have to face another day on the job.	.781
BT4	Working with people all day is really a strain for me.	.747
BT5	I feel I am working too hard on my job.	.718
BT6	I have become less interested in my work since I started my job	.861
BT7	I have become less enthusiastic about my work	.678
BT8	I doubt the significance of my work	.696
BT9	I doubt whether my work contributes anything	.615
BT10	In my opinion, I am good at my job.	.748
BT11	I can effectively solve the problems that occur at work.	.648
BT12	I feel confident that I am effective at getting things done.	.629
<i>Stressors</i>		
ST1	I feel my salary is insufficient.	.850
ST2	I receive too much supervision and instructions from seniors.	.887
ST3	I think Bureaucracy/paperwork causes additional work strain.	.855
ST4	Public negative verbal comments create more stressful atmosphere.	.922
ST5	I think about the risk of getting injured on duty.	.682
<i>Work Engagement</i>		
WE1	My job inspires me.	.787
WE2	I am proud of the work I do.	.527
WE3	To me, my job is challenging.	.788
WE4	When I get up in the morning, I feel like going to work.	.738
WE5	At my work, I feel bursting with energy.	.718
WE6	I can continue working for very long periods of time.	.561
WE7	Time flies when I am working.	.775
WE8	When I am working, I forget everything else around me.	.768
WE9	I feel happy when I am working intensely.	.658
WE10	I am always immersed in my work.	.708
WE11	I get carried away when I am working.	.718

Note: Significant at $p=***$

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Table 2. Descriptive statistics

<i>Characteristics</i>		<i>Frequency</i>	<i>Percentage</i>
Total sample		145	
<i>Gender</i>			
Male		99	68.3%
Female		46	31.7%
<i>Age</i>			
25–35		38	26.2%
36–46		75	51.7%
47/above		32	22.1%
<i>Years of Service</i>			
Less than or equal to 5 years		86	59.3%
5-10 years		50	34.5%
Greater than 10 years		9	6.2%
<i>Designation</i>			
Constable		61	42.1%
Asst. Commandant		47	32.4%
Commandant		15	10.3%
Inspector		9	6.2%
Senior Superintendent		12	8.3%
Director		1	.7%

Table 3. KMO and Cronbach’s Alpha

	<i>MBI-GS</i>	<i>UWES</i>	<i>Stressors</i>
Kaiser-Meyer-Olkin	.753	.815	.858
Cronbach’s alpha	.902	.912	.834
No. of items	12	11	5

Note: Significant at $p < .000$.

-0.07, $p > .000$; $p = .719$). The results show that work stressors have no significant negative influence on work engagement. Moreover, the results also show that Burnout has a significant negative influence on the outcome variable Work engagement ($\beta = -.17$; $p < .002$). Hence, the hypothesis (H_2) instituting the impact of burnout and stressors on Work engagement is accepted.

Additionally, the researcher assessed the correlations among the Burnout factors comprising of emotional exhaustion, cynicism and low professional efficacy with the Work engagement factors Vigor, Dedication and Absorption. The results show that emotional exhaustion has a negative relation with Vigor ($r = -.065$, $p < .000$) and Absorption ($r = -.047$, $p < .000$) whereas the direction of correlation with dedication is positive but insignificant ($r = .070$; $p = .403$). The correlation of second factor Cynicism is negative with Vigor ($r = -.147$; $p = .007$), dedication but insignificant ($r = -.08$; $p = .249$) and Absorption ($r =$

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-.138; $p=.009$). Low professional efficacy displays negative correlation with Vigor ($r=-.075$; $p=.003$) and Absorption ($r=-.048$) but the relation with dedication is in opposite direction and insignificant ($r=.11$; $p=.161$). The pattern of correlation results shows negative relation of the factors of Burnout with the work engagement in context to the law enforcement agents. T-tests were applied on stressors with gender as a grouping variable. The results of the analysis show a significant difference within the groups in relation to public negative verbal comments ($N=145$; Mean, Male=4.50, Female=3.92; Sig=.04; $p<.000$) as can be observed through table 4. Further statistics also show that salary insufficiency points to higher mean (Male=4.33; Female=4.08) and there is no significant difference between the groups (sig=.15; $p>.000$). Mean of supervision and Bureaucracy or paperwork is close with no significant difference ($p>.000$). The findings show that both male and female law enforcement agents are equally afraid of getting injured at work (Male=4.00; Female=4.08; sig=.10; $p<.000$).

CONCLUSION AND IMPLICATIONS

Studies pertaining to the law enforcement agents globally show that stressors have an adverse influence on officers (Malach-Pines &Keinan, 2006). Studies show that getting hurt has higher hostile psychological effect on the law enforcement agents (Violanti &Aron, 1995). In this study the purpose was to assess the impact of stressors on burnout and work engagement among law enforcement agents or police officers. The results of the study show a negative influence of the stressors on work engagement. Besides, the results also show that stressors tend to aggravate Burnout levels among the police officers. The outcomes of the study are in alignment with the past studies conducted in the context to law enforcers (Wiese, Rothmann, & Storm,2003; Mostert, &Rothmann, 2006; Rothmann, 2008; Wasserman,Meiring& Becker, 2018) that show a significant contribution of stressors to Burnout. Table 1 shows a high factor loading (.922) of the public verbal comments or obscene remarks to be a high level of stressor followed by the salary insufficiency. Additionally, the study evaluates the impact of Burnout on the work engagement which is found to be negative after the empirical evaluation. Past studies in this context have shown high levels of Burnout among the police officers (Rothmann, 2003; Malach-Pines &Keinan, 2006). The outcomes of the current study align with the past studies carried out in varying countries (Mostert, &Rothmann, 2006; McCarty, Zhao & Garland, 2007, Malach-Pines &Keinan, 2006). The results re-

Table 4. T-test descriptive

	Items	Gender	N	Mean	T-test statistics	Sig (2-tailed)
ST1	I feel my salary is insufficient.	Male	99	4.33	.902	.15
		Female	46	4.08	.895	
ST2	I receive too much supervision and instructions from seniors.	Male	99	4.00	.318	.36
		Female	46	3.85	.315	
ST3	I think Bureaucracy/paperwork causes additional work strain.	Male	99	4.08	.393	.20
		Female	46	3.92	.388	
ST4	Public negative verbal comments create more stressful atmosphere.	Male	99	4.50	2.455	.04
		Female	46	3.92	2.425	
ST5	I think about the risk of getting injured on duty.	Male	99	4.00	.212	.10
		Female	46	4.08	.207	

veal that law enforcement agents are inspired by their jobs (WE1= .787) and job challenges show their dedication towards the work (WE3=.788), as can be observed through the factor loadings in table 1. The results of the t-tests applied on five stressors items show no significant difference between the groups except for the use of negative and abusive verbal comments.

Through the results it can be observed that law enforcers feel that their salary is insufficient as per the nature of job. It can also be seen that both the male and female agents equally think about getting injured in the line of duty since, facing dangerous criminals always poses a threat. The supervision and bureaucracy seem to equally influence as stressors on the law enforcers. Few studies show that work participation is an important determinant in reducing the effect of burnout (Atouba & Lammers, 2018) and career satisfaction has also been found to related to burnout among neurosurgeons (Miyasaki et al., 2017). Further studies can consider communication adequacy and employee participation as mediator to Burnout. The results show that there is no significant difference between the groups over the stressors involving security, paperwork and bureaucracy. The results of the study are in line with the previous studies conducted in this context (Storm & Rothmann, 2003; Schaufeli & Bakker, 2004; Mostert & Rothmann, 2006; McCarty, Zhao, & Garland, 2007; Rothmann, 2008). The study is significant for the researchers working in this field in Indian scenario. However, future studies can take stressor dimensions on a broad level which is one of the limitations of this study. Study also doesn't discuss the coping mechanisms that can be considered in impending studies. Further, a larger sample size can be collected from different zones of the country due to diverse culture and ethnicity that will provide extended insights to the Burnout and Stressors.

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About the Contributors

Naman Sharma is an Assistant Professor of HRM/OB at Entrepreneurship Development Institute of India, Ahmedabad, India. He received his PhD from Gurukul Kangri University in 2016 and his research focus is in the areas of workplace deviance, authentic leadership and employee engagement. His previous book has been indexed in Scopus and is an author of numerous research papers in Scopus indexed and ABDC ranked journals with leading publishers such as IGI-Global, Emerald, Inderscience etc. Currently he is working on two more edited books with publishing houses such as World Scientific Publishing.

Narendra Chaudhary has more than ten years of experience in the academic arena. His areas of teaching and research are Human Resource Management, Organisation behaviour, Higher Education, Industrial relations. He is involved in organizing workshops and do impart behavioural training to students and corporates. He is a keen academician and researcher and keeps himself involved in writing articles and cases in reputed journals/magazines like Case Centre which he uses to teach his students in class to give them better understanding of the concepts and sensitize them with actual corporate scenario. He has many research articles to his credit published by reputed international journals published by Emerald, IGI, Inder Science, Science Direct, Taylor and Francis and alike (indexed in Scopus and ranked in ABDC and other renowned rating agencies).

Vinod Singh is Professor of Marketing with 22 years of teaching experience. Travelled to more than 14 countries on teaching assignment. Authored 10 books on management and case studies. Handled two projects of ICSSR and UGC.

* * *

Frederic Andres received his PhD and HDR degrees in 1993 and 2000 from Paris VI University and University of Nantes respectively. He has been associate professor at the National Institute of Informatics (NII) in the Digital Content and Media Sciences Research Division since 2000. His main interest is related to the application of collective intelligence and decision intelligence to innovation, food and cooking recipes, agriculture early warning management, and human stress monitoring.

Sunaina Arora, Student of PGDM program from Jaipuria School of Business, Ghaziabad, India. Her research interest areas are cross-cultural issues, employee engagement, spirituality etc.

About the Contributors

Kanupriya Misra Bakhru has extensive corporate and academic experience. She has published many articles in international reputed journals. Her areas of interest are Human Resource Analytics, Higher Education, Teacher effectiveness, Competency Mapping and Entrepreneurship. She is currently working as an Assistant Professor in Department of Humanities and Social Science in Jaypee Institute of Information Technology, Noida, India.

Darshana Barman is working as a Research Associate in the Indian Institute of Foreign Trade (IIFT), New Delhi. She has over two years of teaching and research in the area of marketing and Human resources. She earned her master degree in Management from the Motilal Nehru National Institute of Technology (an Institute of National Importance Declared by Government of India), Allahabad, Uttar Pradesh, India. Her areas of interests are in human resource and marketing.

Mohuwa Bhowal is a Human Resource Professional, working with NTPC Limited. She is a PhD in HRM (OB) from Faculty of Management Studies, University of Delhi. She has completed her B Com (H) and MSW from the University of Delhi and MBA (HR) from Guru Jambheshwar University of Science & Technology, Hisar. She has qualified UGC-NET and has been also awarded Junior and Senior Research Fellowships by the UGC. She has written several articles for in-house magazine of her organization and a leading management journal of the power sector. Dr. Mohuwa has presented and published research papers at international conferences and international journals of repute. Her areas of interest are spirituality & management and HRD.

Tanusree Chakraborty, Associate Professor in Organizational Behaviour and Human Resource area, with Ph.D in Applied Psychology, M.A. (Applied Psychology), MBA (HR), PGDHRM, B.A. (Psychology). Dr. Tanusree Chakraborty is a Psychologist and is interested in the area of understanding human behaviour. A University rank holder throughout, Dr. Tanusree was an ex-research fellow with Indian Council of Medical Research. Dr. Tanusree has been associated with the academic industry for past 14 years. As a Trainer, Dr. Tanusree has facilitated approx. 100 sessions for both public and private sector organizations in the areas of Behavioural Science and Psychometric Testing. She has a number of publications in leading Scopus and ABDC indexed National and International journals. She has presented around 45 of her research papers in national and international conferences of repute.

Priyanka Chopra is a Research Scholar in Department of Management Studies; Kanya Gurukula Campus (IInd Campus, Gurukula Kangri Vishwavidyalaya, Haridwar). She has qualified UGC-NET (JRF) and holds 14 years of working experience with a blend of industry and academic domain. The academic portfolio bears MHRD, BBA degrees along with various certificates of conferences, training and workshops under educational and corporate segment. The areas of interest involve Organizational learning, Job characteristics, Employee engagement, and Employee performance. Various research papers are been published in national and international journals of repute.

Gül Selin Erben received her BA of Sociology from Mimar Sinan University (1999), her MA degree of Human Resources Management and Development from Marmara University (2003) and PhD degree of Organizational Behavior from Marmara University (2008). Currently, she is a faculty member of the Department of Sociology in Beykent University. Her research and specialization areas include industrial

sociology, industrial psychology, organizational behavior, corporate culture, gender studies, sociology of culture, social stratification.

Nil Selenay Erden received her Ph.D in 2015, with the dissertation titled “Extra-Role Behaviors and Job Creep: The Relationships between Affect, Withdrawal Behaviors and Organizational Identification” She serves as an assistant professor in Istanbul University, School of Business, at the department of Organizational Behavior. She lectures in Communication & Reporting, Organizational Behavior, Behavioral Sciences and Research Techniques in Social Sciences.

Madhurima Ganguly is an MBA with a specialization in Human Resource Management and a PhD From Bengal Engineering and Science University Shibpur, West Bengal. She is currently engaged in the capacity of an Associate Professor, with Heritage Business School, Kolkata.

Riya Gangwar, Student of PGDM program from Jaipuria School of Business, Ghaziabad, India. Her research interest areas are stress, religion, employee engagement, spirituality etc.

Ashish Gupta is presently working as an Assistant Professor in Marketing area at the Indian Institute of Foreign Trade (IIFT), New Delhi (an Autonomous Institution Under Ministry of Commerce and Industry, Government of India). Previously, he worked with Department of Business Management, Dr. Harisingh Gour Vishwavidyalaya (A Central University), Sagar, Madhya Pradesh in India. His research interests are in marketing, service quality, digital marketing and consumer behaviour. He has over eight years of teaching and research experience in the area of marketing and management. He has several research papers to his credit published in international and national journals.

Sonu Kumari is a post graduate in HRM and is a present research scholar at University Business School (Panjab University, Chandigarh). She has worked as an Assistant Professor at state universities of Haryana and Himachal Pradesh. She has also worked as Academic Associate (HRM) at Indian Institute of Management (IIM) Rohtak. She holds total 6 years experience in industry and academia. She has presented papers at various national and international conferences. She also holds an account of published papers in reputed journals. Her research interest areas are Positive Organizational Scholarship, Organizational Virtuousness, Leadership, Employee Engagement, Employee Participation, Job satisfaction, etc.

Ashley R. Norris holds a bachelor degree in science in communications with a major in advertising and public relations. She works at the Carnegie Library in Jackson, Michigan, where she expresses her love of books and storytelling, learning and professional development, public service, coaching, employee development, and employee engagement initiatives. Her publications include academic nonfiction articles on topics such as communications, impression management, and leadership, and her research interest is in corporate communication, employee engagement, and leadership development.

Sharon Norris is an Associate Professor of Business and Director of Graduate Studies, MBA and MML Programs with the Gainey School of Business at Spring Arbor University. She holds a Ph.D. in Organizational Leadership with a major in Human Resource Development from Regent University. She has presented her research at regional, national, and international conferences. Dr. Norris is a Beta Phi Scholar. She has received the Graduate Faculty Scholar Award, Faculty Merit Award, and Harold

About the Contributors

Darling Keeper of the Concept Award from Spring Arbor University. Dr. Norris received an Award of Excellence, Outstanding Doctor of Philosophy in Organizational Leadership Dissertation from Regent University. She is also a recipient of the Gary J. Confessore Award for Significant Contributions to the Advancement of Learner Autonomy presented at Exeter College, University of Oxford, by Dr. Confessore, during the Autonomous Learning World Caucus. Dr. Norris also received an award for the Best Doctoral Dissertation in the Field of Learner Autonomy presented by the Autonomous Learning World Caucus & Beta Phi Literary Society given at Exeter College of Oxford University.

Deepika Pandita is an Asst. Professor at SIBM, Pune. She specializes in HRM, Talent Management, Organizational Behavior and courses of HR Electives in the MBA program as well as Executive MBA Program. She has over 11 years of experience in industry and academics. She holds a PhD in Talent Management and Employee Engagement from Symbiosis International University. She has presented papers in international conferences and written a number of articles in International Research Journals. She is also engaged in conducting corporate training programs as a faculty in many companies. Deepika's major areas of interest include Talent Management & Employee Engagement. She is an avid researcher besides being an active teacher. She likes to experiment on newer ways of teaching and conducting training programmes for the corporates.

Surekha Rana is working as Professor in the Department of Management Studies, Kanya Gurukula Campus (IInd Campus, Gurukula Kangri Vishwavidyalaya, Haridwar). She has qualified UGC-NET (JRF) and hold academic credentials of Ph.D, M.Phil and MBA in Human Resource Management & Marketing. She also embraces academic rich teaching experience of 25 years. Research interest is in the area of human resource management and general management. She has published more than 40 research papers and articles in the journals of national and international repute. She has also presented more than 47 papers at various conferences and seminars at national and international level. She has also been invited to deliver expert lectures and talk shows by various eminent institutes and universities.

Damini Saini is working as an Assistant Professor and a key member of library and research committee at Institute of Management Sciences in University of Lucknow. Damini has received her PhD degree from Faculty of Management Studies (FMS), University of Delhi in HRM (OB). She holds her MBA and Graduation Degree from IET Lucknow and Lucknow University respectively and passed UGC-NET and has also been awarded UGC's Junior and Senior Research Fellowship. Damini has been awarded for the Best research paper award twice, at International Conference on, Vedic Foundations of Indian Management, organized by VFIM(2013) and PRMEs International Conference "Responsible Management Education, Training and Practice"(2015). Her scholarly interests are leadership and ethics, values and spiritual foundations for developing leadership etc. Damini has contributed to nationally and internationally acclaimed journals and conferences.

Alka Sharma is currently working as Dean of Department of Humanities and Social Science in Jaypee Institute of Information Technology, Noida, India. She has an extensive academic and research experience. She has published many articles in international reputed journals. Her areas of interest are Sociology of Communication, Tribal and Subalterns Studies, Women Education, Health and Women in politics.

Yuvika Singh has more than 7 years of work experience in both industry as well as Academic arena. Currently she is pursuing Ph.D from Punjabi university, Patiala. She pursued her B.Tech & MBA (HR) from Kurukshetra university. She has qualified UGC-NET(Management) in 2011. She have published more than 16 research papers in reputed National and International journals. She has presented around 15 of her research papers in National and International Conferences and attended 6 Workshops in reputed organizations. One of her article was published in the Magazine of Business standard newspaper. She is actively engaged in organizing the industrial visits for students in different companies of Punjab, Himachal and Haryana. Recently, she received Best teacher award at the college level for her excellence in Academic and research area. Her teaching and research areas are Human Resource Management, Organizational change, Organizational Behaviour, Employee engagement, Business research and Business Statistics.

Anushree Tandon is working as an Assistant Professor in the Retail Management Program, Birla Institute of Management Technology (BIMTECH), Greater Noida, Uttar Pradesh. She has over three years of teaching and research in the area of marketing and retailing. She earned her PhD in Management from the Motilal Nehru National Institute of Technology (an Institute of National Importance Declared by Government of India), Allahabad, Uttar Pradesh, India. Her areas of interests are in retailing, consumer behaviour and marketing. She has various publications to her credit in reputed business journals.

Duygu Toplu Yaşloğlu received her MS in Management and Organization from the Istanbul University in 2011 and get her PhD in same department from Istanbul University in 2016. In 2008 she was hired as the Research Assistant in Istanbul University School of Business and she continue to work as a Research Assistant with PhD in Istanbul University.

Radha Yadav is working as an Assistant Professor with Chandigarh University in the department of University School of Business after earning her PhD in Business Management from IIT, Roorke. Her areas of expertise are HRM, and Organisation Behaviour. She is a passionate researcher with great enthusiasm for teaching.

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