

## Analysis of various constructs of Employee Engagement: A Literature Review Study

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**Abstract:** *Employees are the most important resource for any organisation, the more important point is that where engaged employees are assets for an organisation while unengaged employees prove to be a burden or liability for it. So Employee Engagement is playing an important role from last 30 or more years in dealing with HR issues. The main objective is to study the concept of Employee engagement in detail and also discuss factors that are affected by engagement and that through which engagement is affected. The researcher will identify various components of Employee Engagement and its importance for the organisation. Benefits of engagement are also discussed. The methodology use by the author is qualitative and various secondary sources of collecting data like papers from various Journals are collected and only selected papers are used for collecting information. The major findings is engagement of employees results in better growth , prosperity of the organisation and engaged employees are more satisfied, healthy and productive employees.*  
**Keywords:** *Employee Engagement, Employee Performance, Employee.*

### Introduction

The term Employee Engagement, coined by the Gallup research Group, study was conducted on 142 countries in the year 2014, only 13% are engaged, where 55% are not engaged. EE shows or reflects the increasing importance of human capital and psychological involvement (Ulrich,1997) so to have more output from limited people, it is needed that people should not engaged physical only but they should also mentally engaged in their work. Personal Engagement is defined as the harnessing of employees selves to their work roles where they express themselves physically, cognitively & emotionally during role performances (Kahn, W. A., 1990). However reference took a different perspective to define work engagement as a state of mind characterize by Vigour (Energy and mental resilience), dedication (feeling proud about one's job and inspired by it) and absorption of contentment while performing work (Schaufeli,2002). Another study presented a hierarchical model of engagement to similar to Maslow, hierarchy model of need (Penna, 2007).(Bhalla,Sharma;2017) Employee Engagement deals with enthusiasm, positive and connectivity of employees with work. The work is done so well and excellence. Employees can go extra miles, feel valued and they have passion for work. Employee Engagement helps in making employees loyal, productive, effective & committed to workforce diversity. As per (Kahn, 1990) Employee Engagement is defined as a condition when people are physically, cognitively & emotionally attached to his workplace.(Measure,2004) It is a level of employees involvement and engagement towards its organisation & its value. Engaged employees are positive about the organisation, their co-workers, employees and customers. Employee Engagement is an important area, which should be converted and taken care to, increase productivity, effectiveness, commitment and

loyalty of workforce to organisation (Bhalla,Sharma;2017). The definition of employee engagement emerges in 1990 organisation before that it is not highlighted. The common features of employee engagement are related to cognition, emotions & behaviour.

(Macey, Schnieder; 2008) Employee Engagement is related to passion and choice of the employees to willingly work extra and give extra to their organisation. Three levels of engagement are defined (Macey, Schnieder; 2008) .

### **Research Gap**

On the basis of literature review done on Employee engagement, the research gap found by the author is that there is no study that clearly explain or defines the dimensions of employee engagement are discussed and explained. Many dimensions of employee engagement has been studied but which dimension are worth contributing is still not clear. Finally researcher will discuss the various factors that affect engagement of employees and also the various factors which are affected by employee engagement.

### **Conceptual Issues of Employee Engagement**

The concept of EE was first introduce by Kahn (1990) and he defined Engagement as psychological involvement of employees in their task or job in organisation. It is also right to say that the term “Employee Engagement” used now days was coined by Gallup Organisation (2005). Kahn (1990, 1994) defined Engagement as involvement, satisfaction and enthusiasm of employees in their work. It was defined as the level of commitment and involvement of employees in their organisation goals & values. Saks (2006) & Roberts (2006) suggested that Employee Engagement is related to job involvement & flow. It has been also found out that engagement of employees contributes to the foundation of any organisation and their engagement is echoed in their services to clients & customer. It is also searched that engaged employees generate more patronage & customers loyalty. Saks has given an idea of Job engagement & Organisation engagement in 2006.

### **Research Objective**

The main objectives of writing this paper are as follows

1. To determine the various dimensions of employee engagement in various sectors.
2. To explore the different models of employee engagement.
3. To explore the methods through which dimensions of employee engagement can be measured.
4. Exploring the importance of Employee engagement in an organisation.

By finding the answers of these, the researcher will try to find out main dimensions of Employee Engagement and its importance along with how it can be measured and most important developed among employees. The main concern of researcher is that what are ways or issues if taken care will help in developing engagement among employees .The researcher is also concern about the fact that how much engagement of employees is important of any organisation .

### **Research Methodology**

he Research Methodology used is qualitative. The data is collected from various secondary sources like various journals, websites and books on employee engagement. Papers from various reputed journals have been searched for reliable data. The HR policy of various organisations is also studied to check how many of them are focussed on engagement of employees and friendly to employees.

### Research Design

The main focus of researcher is on studying the literature from last twenty years i.e. 2001-2020. Many top tier journals were searched and studied using keywords “Employee Engagement “. The Journals are A\*, A , B\*, B. The various Journals from where these papers are collected are “Elsevier, Search Gate, J Gate , Google Scholar ,Journal of Management , Journal of HRM, The International Journal of HRM, Personal Psychology , Journal of Applied Social psychology & Industrial Relations are those journals that are studied and referred by the researcher

To understand employee engagement (EE) in detail, here are some definitions of EE which define EE in given below table:

Author	Year	Definition of Employee Engagement
Kahn	1990	Employee Engagement is defined as the mental state of a person where he is able to harness its full potential by interesting physical, cognitive & emotionally related to his work
Bakker, Schaufeli Saalnoava, Gonzalez- Roma	2002	Employee Engagement was defined using these terms vigour, dedication & absorption which is related to positive work related & fulfilling state of mind.
Coffman & Gongalez –Molina	2002	Engaged work groups were most productive , while , rest were shown to be mediocre & destructive
Loehr & Schwartz	2003	Engaged Employee is emotionally connected, physically energized, mentally focussed & fully aligned with the purpose of the agency.
May, Gilson & Hailer	2004	Engagement also involves use of emotions in addition to the simple use of cognition while completing work tasks.
Buhler	2006	Engaged individual willingly help in achieving in the task of their organisation.
Bakker, & Demerouti	2007	Employee Engagement is related with Job demand and resources available to perform that job. They found that employee engagement is affected by the different attributes of jobs to perform that job
De Lange	2008	Engaged Employees take less leave.
Fredrickson	2009	Engaged workers need to be psychologically engaged
Karen Wilson	2009	An engaged workforce may provide a buffer against the costly effects of disengagement & burnout & may prove to be a critical element in achieving successful outcome for agencies as well as for their individual clients.
Gebaur & Lowman	2009	Employee engagement was defined as having a deep and broad connectivity with the company that results in the willingness to go above & beyond what is expected to help the company succeed.
Sweet man & Luthans	2010	Employee Engagement is also connected with the personal attributes like self- efficacy, optimism, hope & resilience.

Asthana	2010	Engaged Employees use their knowledge, skills, talents & competencies to the fullest. They also help in achieving company goals & values.
Alfes, Truss , Soane , Ries & Gatenly	2010	Engaged employees want to stay with their employers, enjoy greater level of personal wellbeing and perceive their workload to be more sustainable with other. They stay longer with the organisation & continually find smarter & more effective way & significant value to the firm.
Makinex ,Christian, & slaughter	2011	Innovative behaviour related to EE is dividing in to two parts i.e. in role performance & Extra role performance where in role refers to prescribed functions/role.
Robertson- Smith & Mark wick	2011	Engaged Employees are the employees that benefit the organisation through their commitment & dedication. They use their knowledge, skills, talents & competencies to the fullest. They also help in achieving company goals & values.
Crabbe's research	2011	Employee Engagement as a positive attitude held by the employee towards the organisation & its values.
Mone et. al.	2011	EE is defined as an employee sense of purpose & focussed energy that is evident to others through the display of personal initiative, adaptability, effort, and persistence directed towards directed towards the organisation goals.
Johnson	2011	Employee engagement is the extra time, brain power and the energy that employees put toward their work and that result in discretionary effort.
Tim's, Bakker & Derks	2012	Engagement can be promoted if certain level of challenges introduced at work which also increase the sense of achievement among employees.
Tim's et al	2012	Employee engagement makes a strong motivational basis for the behavioural outcomes.
Global workforce Study	2012	Sustainable Engagement designed for the 21 <sup>st</sup> Century workforce. Sustainable engagement describes the intensity of employee connection to organisation based on three core elements. 1. The extent of employees discretionary effort committed to achieving work goals (being engaged). 2. An environment that supports productivity in multiple ways ( Being enabled) 3.A work Experience that promotes well being (feeling energized)
Kim. Kolf & Kim	2013	Engaged employees are dynamic, enthusiastic and captivated than non engaged employees.
Shuck & Reio	2013	Employee Engagement as the cognitive, emotional and behavioural energy an employee directs towards positive organizational outcomes.
Bliss off ,	2014	Employee engagement is a heightened emotional and intellectual connection that an employee has his/her job, organisation, manager or co-workers that in turn influence him/ her to apply additional discretionary effort to his/her work.

Maden	2015	EE proposes empowerment, competence development, information sharing , recognition and fair reward as high involvement . HR practices that provide intrinsic and extrinsic stimuli for Employee Engagement Behaviour.
Shuck et al	2017	EE help employees to feel confident in the purpose & meaningfulness of innovative efforts, to communicate their optimism to others and to help feel proactive behaviour across the origin.
Mackay et al	2017	EE was defined as higher order global concept that incorporates & activate diverse set of enabler.
Mackay, Allen & Landis	2017	Employee Engagement is defined as overarching concept made of physical, cognitive and emotional energies and manifested as a state of devoting all the energies towards work to make a difference
K. Kwon & T. Tim	2019	Employee Engagement is an activated state of full selves so that something interesting should bring to work.
Roseline Bamidele Mells	2020	Employee is the emotional attachment of the individual to the organisation at work.

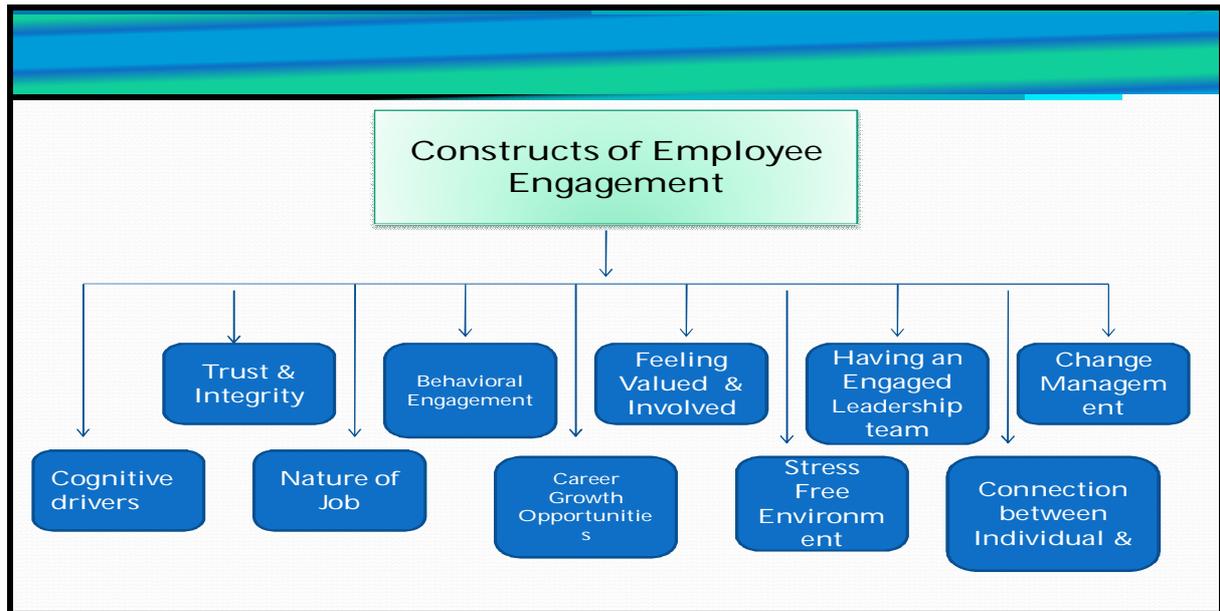
### Dimension of Employee Engagement

In this section we discuss the various dimensions of EE and then researcher will try to find the more important type of dimension.

Various Dimensions of Employee engagement can be defined or explained as follows: -

1. **Cognitive Drivers:** Cognitive driver of Engagement or Cognitive factors of engagement actually means that an employee should believe in his job physically, emotionally and psychologically as well. Cognitive engaged employees actually feel safe at their workplace. They believe /feel that their work is contributing positively to the Society (Shuck & Reio, 2013)
2. **Emotional Engagement:** Employers are said to be emotionally engaged when they invest personal resources like pride, trust and knowledge in the organisation (Shuck & Reio,2013). Employees are emotionally engaged only when they are cognitively related to their organisation and that happens only when there is positivity at workplace. Emotional Fulfilment & affective Commitment are Emotional Engagement.
3. **Behavioural Engagement:** (Johnson, 2011) Employees those are behavioural engaged believes in the purpose, value & work of the organisation, along with strong desire to improve the quality of their work, they understand the business strategy and try to improve the skills by training and extra effort.
4. **Engaged Leadership Team:** Leadership is directly or indirectly is related to engagement .As to develop an engaged team, effective leadership is required and that are the engaged mangers that are able to effectively engaged talented middle managers with the organisation and middle managers are able to engage their lower level managers which built an effective team (Crim & Seijts, 2006). Engaged leader are more connected with employees, focussed on performance, future and development (Johnson, 2011). Engaged employees are able to contribute more to the organisation as they stay longer with the organisation where they have good relations.

5. **Feeling Valued and Involved:** People engaged themselves with the organisation, when they feel valued and get involved in day to day decision making.
6. **Trust & Integrity:** Trust & Integrity are the basic features that are required for the engagement of employees (Hughes & Rog, 2000). If leaders show trust in their employees and are trust worthy, than employees can be more engaged to their Organisation. Integrity actually means” walk the talk” means they actually do what they sat. The leader should not discriminate with their words.
7. **Nature of Job:** This point is related with the accountability of employees in the organisation as when people are held accountable for achieving results , it make them more engaged with the organisation.
8. **Connection between Individual & Company Performance:** Employees are more engaged with an organisation, if they are able to more connect with the organisation. Such as they know about the goals and objectives of the organisation. They feel good about the organisation and believe that with the growth of the organisation they will also grow. This can be done if employees are informed about the company policies decision and short term as well as long term plans related to product. Human Resources etc.
9. **Carrier Growth Opportunities:** This is an important factor which helps in people engaging them with an organisation. If employees feel or know that their career can be grow in the organisation and they have chances of good opportunities then they engaged with an organisation (Hughes & Roges, 2001). Employees should given proper trainings so that they can improve them self and grow with the organisation (Gallup, 2011). Educational facility and opportunity to learn something new is also a big motivating factor for all.
10. **Stress Free Environment:** (Kanak, 2012) Stress Free environment is defined as workplace where people are free from fear of telling their ideas and put their best to achieve the result. In a stress free environment, people can do their work more efficiently and more effectively as they are able to enjoy their work and know their importance in the organisation. If people feel that they are valued and their views are considered in decision making, they are more engaged and don't like to leave that company.
11. **Change management:** Engaged Employees are the employees who adopt and help in implementing change management initiatives. As it has been seen that engaged employees are the one who believes that change is only for their betterment for them and the organisation. So they support and help in implementing change management.



As per the various study , it has been found out that there are various factors that act as a mediator among employees , organisation and employee engagement. The various factors that influenced by employee engagement is also discussed in the following section:-

Paper Name	Author's Name & Year	Variables Studied which effect Employee Engagement	Factors influenced by Employee Engagement	Findings
The role of diversity practices and inclusion in promoting trust and employee engagement.	Stephane N. Downey Lisa Vander Weff Kecia M. Thomas Victoria C. (2015)	Diversity practise Employee engagement practices	Trust climate, & Inclusion	There is a positive relationship between diversity practices & Employee engagement. 2. Trust climate partially mediates the effect of diversity.
Performance Management & Employee Engagement	James A. Gruman Alan M Saks. (2010)	Job design , Coaching, social support leadership and training		It has been suggested that performance management applied effectively, will help you to create & sustain high level of engagement.

Empowering leaders optimize working conditions for Engagement : A multilevel study	Michele R. Turkey Arnold B. Bakker Maureen F. Dollard	Leadership		Leaders can inspire engagement.
Testing the effects of Employee Engagement, Work Environment & organisational commitment	Jalal Hanaysha (2016)			EE has positive effect on organisational commitment. Work Environment has also positive impact on Organisational
Paper Name	Author's Name & Year	Variables Studied which effect Employee Engagement	Factors influenced by Employee Engagement	Findings
Employee Engagement: Understanding the construct's Stability	James W. Weston (2016)	Effect of Momentary Stress handling and the quality of co-worker interactions.		EE was positively related to Job Satisfaction. General positives affect general job engagement.
Employee Engagement in Higher Education : Financial impact of engagement in higher education	Wasilowski, S. (2018)	Talent Management,		EE results in financial improvement of the organisation.
Individual factors & work outcomes of Employee Engagement	Ologbo C. Andrew Saudal Sofian (2012)	Employee Communication Employee Development Co-employee support	Impact on work outcomes *Job Satisfaction *Organisation Commitment *Intention to quit *Organisational Citizenship Behaviour	Employee Engagement could be a strong factor for organisational performance & success, as it seems to have a significant potential to affect employee retention, their loyalty and productivity. EE also supports customer satisfaction, organisational reputation & the overall stake holder value.

## Conclusion

The various factors that affect Employee Engagement are Intrinsic Motivation, Workforce Diversity, Trust climate, Job involvement, Job satisfaction, Performance Management, momentary stress handling ,quality of co-workers interactions, Internal communication , Supervisor Communication, Co –employee support. The researcher also suggest the various positive impact of Employee Engagement on organisational performance and organisational success (Andrew O.C., Sofian ; 2012) . The researcher also finds that various researcher support Social Exchange Theory (Karanges E. Johnston, Beatson A., Lings I.; 2014). It increases Job satisfaction (Weston W. James) and also related to well being of employees. Organisational Commitment (Hanaysha,J.:2016) also increased. It is also found out that if HEI's invest in engagement of faculty and staff, it results in engagement of students and also improves student retention and completion (Wasilowski ,km, S.)

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