CHAPTER – 1
01. INTRODUCTION

1.1 Conceptual Framework

Contributions made by engaged employees are among the key reasons for any successful business. Engaged employees get involved with the organization physically, mentally and emotionally. Thus, they perform a leading role in the overall success of any business. Due to these benefits, employee's engagement has gained importance with rapid pace in business organizations around the world. Employees have perception about everything in general and organizational tasks in particular (psychological climate) and when they have faith on the process of management to reward their efforts (Social justice), thus forming the antecedents of employee engagement. When employees are engaged it results in (1) a strong bond between employee and organization (organization commitment), (2) employees carving the processes of organization in the best possible ways (employee involvement) and enhance the contentment of employee from the job (job satisfaction), thus forming consequences of Employee engagement. The concept has been a challenge for organizations since its evolution. Retention alone is not sufficient but to have employee fully engrossed is the need of hour. However, getting the employees fully engaged is a tougher task. The challenge increases when it comes to getting engaged employee in public sector, since it is difficult to get things done in such organization (Singh, A., & Sanjeev, R., 2013). Few researches on employee engagement have been done on public sector organizations, for example; in Navratana (power sector) (Singh, A., & Sanjeev, R., 2013); Gupta (2010) in Oil India Limited (Gowri & Mariammal, M, 2012) compared public and private banks. No research has been reported on the organizations of Madhya Pradesh. All the researchers have identified different antecedents and consequences of employee engagement. This study aimed at understanding the relations between the above mentioned antecedents and consequences of employee engagement in public sector units of Madhya Pradesh. These variables are discussed ahead:
Employee Engagement

Employee engagement is totally a business concept which deals with engaging a worker emotionally and physically. The concept of employee engagement suggests that a worker who is fully engrossed and excited about his role in the organization will act as per the organization vision, mission and belief. According to Scarlett Surveys (2012) "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work". Thus employee engagement holds a very different position from motivation, organization culture and employee satisfaction. In fact researchers state that engagement is a psychological state (Kahn, 1990, Maslach, Schaufeli and Leiter, 2001). Kahn (1990, p.694) stated that ‘engagement is the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances’.

Employee engagement is a business management concept, which also means work engagement or workers management. The meaning of ‘engaged employee’ is his or her involvement in work organization and people with enthusiasm. Recent studies confirm that an engaged employee work with emotional attachment with work which increases his confidence over goals values and missions of organization.

Categories of Employee Engagement

According to the Gallup (2006) the Consulting organization there are different types of people:

- “Engaged”: These employees are the building blocks for an organization they are inquisitive about their role, place in organization and its working they are interested in knowing the company and perform their best they want to express their best in their performance through their talents they are passionate about work and this passion leads to innovation which results in organizations progress (Kahn, 1990).
- **“Not-engaged”**: These are the employees who are concerned with completing the task provided to them and are more concerned about the outcomes of their performance. They have less involvement with the long term implication and their position in an organization (Kahn, 1990).

- **The “actively disengaged”**: These employees have an attitude that anything happening around them is against them and these employees are always engrossed in finding the unhappy moments during work they relate every work with negative (Kahn, 1990).

**Antecedents of Engagement**

Antecedents of engagement mean the factors which precedes employee engagement or in other words factors which are responsible for employee engagement. So, it is very important for any engagement program to concentrate on employee and organization features which can enhance employee engagement. Thus, antecedents form the factor which can contribute to build a healthy bond between organization and employee by boosting their morale and approach towards organization which in return turns into a strong commitment bond between employees and their work. There can be various antecedents to employee engagement like organizational justice, perceived organizational support, perceived supervisor support (Adnan Rasheed, Sanam Khan & Muhannad Ramzan, 2013), job characteristics, rewards and recognition (Alan M. Saks 2006), employee communication, rewards and recognition, employee development, extended employee care (Ala’a Nimer Abu Khalifeh & Ahmad Puad Mat Som, 2013), core self evaluations psychological climate (Junghoon Lee, 2012) job fit, affective commitment (Michael B) but for the purpose of this research we have concentrated on two antecedents they are psychological climate and organizational justice.

Employee engagement is very much dependent upon the consistency and distribution of rewards and the procedures which are use to allocate those rewards; Rhoades et al., 2001). Also in the organizational behavior literature, climate has been defined as a perceived set of attributes specific to a particular organization (Campbell, Dunnette, Lawler & Weick 1970). Based on this definition of climate, many scholars have conceptualized climate in an
However, the research still does not agree on the specific dimensions within the construct (Parker et al., 1993). One reason for this lack of consensus is that not all dimensions of psychological climate are equally potent for different types and characteristics of job, role, work group, and/or organization (Martin, Jones, & Callan, 2005; Parker et al., 2003; Schneider, 1975). In other words, every attempt is made by psychological studies to cover employee perception on almost every aspect of work environment still a change in an organizational context brings change in specific dimension (Manning et al., 2004; Parker et al., 2003).

As noted by Macey and Schneider (2008) various personality characteristics change can lead to make employee believe engagement with work. The long term effects of factors like “an open self”, “conscious hearing being’s”, “affection with the work culture” and “ready to initiate” are some of the factors as mentioned above (Costa & McCrae, 1980). The above mentioned traits can be found at the recruitment stage while, some studies have a view that the organizational and employee's characteristics decide the level of employee engagement (George, 1996; Hart & Cooper, 2001 & Miller, Griffin & Hart, 1999).

A higher correlation was found between Psyche and work oriented attitude, motivation, involvement with job (Brown & Leigh, 1996; Parker, Baltes, Young, Huff, Altmann & Lacast, 2003). Psychological climate is the employee’s outlook towards his organization. Thus, it is purely employee’s personal approach to look at the organization and is influenced by the psyche of the employee and not by the organization characteristics and processes. Therefore, it is the employee's way of thinking how they do functions in an organization (James, Hater, Gent & Bruni, 1978).
Consequences of Engagement

It is observed by experiences that engagements link to performance related behavior and it's results (Harter, Schmidt, & Hayes, 2002; Salanova, Agut & Peiró, 2005). Engagements assume importance in the eyes of entrepreneurs, consultants and HR Manager’s, due to its characteristics of self propelled efforts that an engaged employee contribute to the organization. However, there is linkage between engagement and performance related behavior but it is not well modeled. The above traits are not well modeled due to two reasons: First, vast scope of engagement elements have not been incorporated by any other study and the resultant relationship between them precedes and results are not evidenced by any of the studies. Second, it is very important to study the degree of impact a particular element have on the engagement and what will be its impact on the level of results. This raises a doubt in mind that whether there is actually any linkage between the various factors responsible for engagement and the resultant effects which can be clarified in this study.

Like antecedents, there can be various consequences to employee engagement like organizational citizenship behavior (Adnan Rasheed, Sanam Khan & Muhannad Ramzan 2013), job satisfaction, organizational commitment, intention to quit (Alan M.Saks, 2006), intrinsic rewards, leader-member exchange, affective organizational commitment (Junghoon Lee, 2012), discretionary effort, intention to turnover but for the purpose of this research, we have included three consequences which are job involvement, organizational commitment and employee's job satisfaction.

Albeit neither Kahn (1990) nor May et al. (2004) included outcomes in their studies, Kahn (1992) recommended that engagement prompts both individual outcomes (i.e. nature of individuals' work and their own particular encounters of doing that work), and in addition, hierarchical level outcomes (i.e. the development and efficiency of associations). Furthermore, the Maslach et al. (2001) model treats engagement as a mediating variable for the relationship between the six work conditions and work related outcomes and like burnout. They further stated that engagement should be related to outcomes such as increased withdrawal, lower performance, job satisfaction, and commitment (Maslach et al., 2001). However, there are studies reporting relationships between engagement and work outcomes. For example, engagement has been found to be positively related to
organizational commitment and negatively related to intention to quit, and is believed to also be related to job performance and extra-role behavior (Schaufeli and Bakker, 2004; Sonnentag, 2003). Schaufeli and Bakker (2004) found that engagement was negatively related to turnover intention and mediated the relationship between job resources and turnover intention. Therefore, it is predicted that job and organization engagement will be related to work outcomes that are employee's job satisfaction, organizational commitment and job involvement also as no research is been done on these attributes as consequences thus we have taken employee job satisfaction, organizational commitment and job involvement as consequences in our research.

1.2 ANTECEDENTS TO EMPLOYEE ENGAGEMENT

Through the intense review of literature on ‘employee engagement’ following antecedents were shortlisted for the research:

- Psychological Climate
- Organization Justice

- Psychological Climate

Psychological climate is explained as commonly shared individual perceptions about organization which has followed a stable path over a period of time maintaining persistence and homogeneity (Koys and De Cotiis, 1991; Moron & Volkwein, 1992; Schneider, 1983; Scheider & Reichers, 1983).

Psychological climate act as a guide to the behaviors of individual in organization with an aim of meeting organizational objectives (James and Jones, 1974; James and Malntyre, 1996; Jones and James, 1979; Schneider & Reichers, 1983) hence, the scope of psychological climate is much wider than employee job satisfaction as the former deals with experiences while the latter field is restricted to affective reactions only (Koys & De Cotiis, 1991).
• **Organizational Justice**

The organizational justice is a personal evaluation of managerial conduct and about their ethical and moral standing. Justice also defines the very essence of individual’s relationship to employers. In the organization most of the employees prefer justice because it allows them to predict and control the outcomes they are likely to receive from organizations (Tyler & Smith, 1998, p. 595–629).

### 1.3 CONSEQUENCES OF EMPLOYEE ENGAGEMENT

After going through the research papers on employee engagement following consequences were finalized for the research:

- Organizational Commitment
- Job involvement
- Employee Job satisfaction

• **Organizational Commitment**

Organizational commitment is defined as “the relative strength of an individual’s identification with and involvement in a particular organization”. It is also described as an employee’s emotional attachment to an organization because of belief and identification with the organization’s goals (Porter 1974, p. 603–609).

• **Job Involvement**

Job Involvement refers to the psychological and emotional extent to which someone participates in their work, profession and company. Job involvement is measured by using most response to three items related to I live, eat, and breathe my job. “The most important things that happen to me in my life usually occur at work,” and “The major satisfaction in my life comes from work” (Lawler and Hall, 1970, p.305–312).
Employee Job Satisfaction

Employee Job satisfaction is defined as “the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs” (Spector, 1997, p. 42). This definition suggests that job satisfaction is a general or global affective reaction that individuals hold about their job. On the other hand, (Locke, 1969, p. 2) defined job satisfaction as a positive emotional feeling, a result of one’s evaluation towards his or her job experienced by comparing between what he or she expects from his or her job and what he or she actually gets from it. Many researchers associated employee engagement with job satisfaction (Blessing White, 2008; and Harter et al., 2002), however others say they are different (BT, 2008; and Bates, 2004).