CHAPTER – II

REVIEW OF RELATED LITERATURE

The review of literature is an essential component of any research investigation which gives necessary input for the investigator to frame the research study on the selected topic. To continue the extensive work to date and in an endeavor to bring clarity, this chapter focuses on a systematic review of the literature on employee engagement seeks to synthesize the current thinking and evidence.

Amirtha Gowri. P. Dr and Mariammal. M. Dr (2012) has opined that Organizations have to give their employees the freedom to make their work exciting and an environment having an engaged work life. With an increase in responsibilities at home and a desire to excel in their careers, employees often get distracted from their work which needs to be taken care of. Employees are the assets of the organization and if they are not given a space whereby they can make a perfect blend of both work and fun, the optimum performance from them may be difficult. Thus an organization should realize the importance of employees, more than any other variable, as try to engage them to the utmost possible level intriguing suitable measures.

Bakker (2008) has explained that there is at least four reasons why workers perform better than non-engaged workers. Engaged employees often experience positive emotions, including happiness, joy and enthusiasm; experience better health; create their own job and personal resources; and transfer their engagement to others. A goal-directed behavior is facilitated when people are engaged in their work because they have the energy and the motivation to undertake action. This helps
them not only achieve better performance but also increase their chances for a better career development.

**Bharathi. N. Dr (2009)** has explained that an employee believes in the mission, purpose and values of an organization through their commitment as an employee and their attitude towards the employer and customers. The primary behavior of engaged employees, is speaking positively about the organization to co-workers, potential employers, having a strong desire to be a member of the organization and exerting extra effort to contribute to the organizations success. It is important to note that the employee engagement process requires a two-way relationship between employer and employee. Furthermore, the study indicates the fact that remuneration package and grievance handling are the areas which need the attention of the management.

**Bhatia. S.K. (2008)** in his book titled Emerging Human Resource Development highlights the relevance of HRD in present day environments. The volume covers major aspects, concepts, and approaches, contemporary as well as emerging trends in HRD. The book has conceptualized HRD practices, Application of HRD approach, Growth of HRM and HRD, Competency development, Performance development, Career development and compensation and contemporary Issues in HRD. The author has also analyzed that in view of the fast changing organizational environment the need of the organization to develop new techniques in response to environmental changes. He has concluded that organizations have to be dynamic growth oriented and fast changing should develop their Human resources.

**Casey Fitts Hawley (2004)** in her book arms with proven solutions for dozens of common workplace problems. Her unique approach replaces harsh
discipline with positive, goal-oriented tactics that will turn failing staff members in
two star team players. Featuring winning interventions designed for today’s
employees and workplace, this book guides with succinct, easy-to-implement plans
for transforming problem behavior and achieving lasting change.

- Identify problems before they become serious.
- Develop the art of constructive feedback
- Create goals for long-term performance excellence.
- Help employees take an active role in their turnaround.
- Understand which problems need to be managed
- Deal with defensive reactions from employees.
- To foster discussion in group conflict solutions.

Chitra Krishnan (2009) has opined out that Employee Engagement in an
organization is to maximize its profits and gains by primary motive influencing
employee theft. It is important to retain the skilled and dexterous employees in the
organization, special focus would be given to the various employee engagement
activities that influences each organization so that the performance of the employees
keep on increasing even at the time of slump. The author has also stated that to listen
to employees as employee engagement is a continuous process to identify problem
areas, to plan and take action towards improvement.

Cropanzano and Wright (2001) have proposed that engagement leads to
both quality in individual outcomes as well as growth and productivity of
organizations. Engaged employees are likely to be more attached to their
organizations and will have a lower tendency to leave their organizations. Engaged
employees are likely to be more attached to their organizations and will have a lower
tendency to leave their organization. Recent research has shown that engaged
employees often experience positive emotions and this may be the reason why they are more productive. Happy people are more sensitive to opportunities at work, most outgoing and helpful to others, and more confident and optimistic.

Csikzentimályi (1975) has explained that employee engagement is the level of commitment and involvement an employee has towards their organization and its values. The author has also stated that 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. In conclusion, employee engagement is a parameter that determines the association of a person with the organization and engagement is more closely associated with the existing construction of job involvement.

Deci and Ryan (1987) have suggested that management control is a thought to hinder an employees’ perception of safety, which has been found to be one of three psychological conditions affecting engagement at work. Management which fosters a supportive work environment typically displays concern for employees’ needs and feelings, provides positive feedback and encourages them to voice their concerns, develops new skills and solves work related problems. Employees who are self-determined experience a sense of choice in initiating and regulating one’s own actions. He also identified the key behaviours, which were found to be associated with employee engagement. The behaviours included belief in the organization, desire to work to make things better, understanding of the business context and the ‘bigger picture’, being respectful of and helpful to colleagues, willingness to ‘go the extra mile’ and keeping up to date with developments in the field. Furthermore, the research found that employee engagement was closely linked to feelings and perceptions around being valued and involved, and that the key drivers of
engagement included effective leadership, two-way communication, high levels of internal co-operation, a focus on employee development, a commitment to employee wellbeing and clear, accessible human resources policies and practices to which managers at all levels were committed. Recent research suggests that high-involvement work practices can develop the positive beliefs and attitudes associated with employee engagement, and that these practices can generate the kinds of discretionary behaviors that lead to enhanced performance. High involvement workplaces use a system of management practices giving their employees skills, information, motivation, and latitude and resulting in a workforce that is a source of competitive advantage.

Duncan Brown (2005) has offered a practical guidance that will enable the organization to develop and implement practices that are aligned with the organization goals, structure and people. He considers.

- The important of reward strategies
- Aligning rewards with business goals
- Relating rewards to the organization structure
- Addressing specific, strategic business situations
- Reward methods and designs
- Aligning rewards strategy with employment needs
- Making the rewards strategy with employment needs
- Making the reward strategy process happen.
- A pathway for developing own reward strategy.

He also addresses the corner stone’s of successful reward strategy and identifies organizations competitiveness.
Ferguson (2007) has opined that the culture and climate of an organization are expected to influence levels of engagement. Climate includes aspects such as systems and satisfaction with the organization; culture includes aspects such as community. The research also suggests that despite the existence of common drivers of engagement, different groups and individuals are influenced by different factors. Some suggest that engagement is produced by aspects in the workplace, whilst others suggest that engagement is something that the individual brings to the workplace. Furthermore, it is argued that an individual’s personality and perception, the way in which they view the world, shapes and directs how engaged an employee would be. Emotions and wellbeing have also been found to be related to engagement. The individual differences which affect engagement also impact intention to quit and create differences in various groups. The important finding of the study is that, there is much that employers can do to raise levels of engagement, and all employees, regardless of demographic factors, have the potential to be engaged in their work.

Frank et al. (2004) has argued that engagement and an employee’s intention to stay with their organization are influenced by the relationships held at work and the behaviours experienced. Therefore, management must be able to develop a sense of community and ensure favorable behaviors are displayed, such as trusting employees by giving them autonomy to make their own decisions. However, this literature indicates that it is not just what manager’s do that is important but collegial relations are also important. Discretionary behavior has been revealed to be an important element that is related to engagement. However, a significant majority find their skills are not fully utilized in the workplace and opportunities to engage in discretionary behavior are denied. This again suggests that management need to pay more attention to job design, creating more opportunity for people to contribute.
Ganzach et al. (2002) has suggested that there is already some existing evidence which suggests that exchange-inducing interventions can remind employees of a sense of obligation making them feel obliged to reciprocate. He has investigated that the extent to which interventions can create a sense of obligation that leads to individuals to reciprocate with higher levels of engagement. Communication was found to be a key driver of engagement. So training managers are expected how to communicate effectively might be effective for improving perceptions of involvement and a sense of belonging. Interventions in job design, which provide employees with more autonomy and freedom as well as career management interventions, might also be effective. The study has also revealed that some practical implications for management to consider in terms of the design of jobs and relations with employees. Organizations that wish to improve employee engagement should focus on employees’ perceptions of the support they receive from their organization. Organizations which conduct surveys and suggestion programme. Organizations to address employees’ needs and concerns and those which offer flexible working arrangements, which may lead to employees reciprocate with higher levels of engagement.

Gary Dessler and Biju Varkkey (2009) has brought out that carefully selecting employees doesn’t guarantee they perform it effectively. The potential is one thing performance is another. Even high – potential employees can’t do their jobs if they don’t know what to do or how to do it. The procedure for providing with basic background information about the organization is employee’s orientation. Training is the process of teaching employees the basic skills they need to perform their jobs. Taking an integrated goal oriented approach to assigning, training and rewarding employee’s performance are performance management. A detail study of the job to identify the specific skills required is task analysis. A systematic method
for analyzing teaching job skills through training is an important consideration in employee engagement and involvement. A continuous attempt to be made to improve performance by imparting knowledge, changing attitude and increasing skills would enhance employment & engagement.

Gibbons (2008) has portrayed that the top drivers of employee engagement include trust and integrity for the employees on the part of the employer, nature of the job - the extent to employee participation and autonomy; the connection between individual and company performance – the extent to which employees understand the company’s objectives, current levels of performance, career growth opportunities and a clearly defined career path; pride about the company – the extent to which efforts are made to develop the employee’s skills; and personal relationship with one’s manager – the extent to which the employee values this relationship. While engagement levels can vary according to demographic and job related factor, he also suggested that many of the drivers of engagement will be common to all organizations, regardless of sector.

Harter et al., (2002) believed that there is a connection between employee engagement and business results. Employee Engagement is said to be good for organizational success and financial performance. Engagement has been found to be related to job performance and extra-role behavior and also positively related to organizational commitment and negatively related to intention to quit. Engagement is aid to trigger an upward spiral and lead to higher levels of self-efficacy over time. He also stresses the importance of ‘feeling valued and involved’ by an employee as a key driver of engagement. There are a number of elements that have a varying influence on the extent to which the employee will feel valued and involved and hence engaged.
Harvard Business Review (2005) is a collection of essays on employee performance. This collection examines the employee review process from many angles, exploring why we dislike it, how it could be better, and how appraisals should differ depending on the employee. The compendium is designed to bring managers and professionals the fundamental information they need to stay competitive in a fast-moving world.

Holbeche and Springett (2003) have expressed that the workplace is clearly linked to the levels of engagement and, ultimately, their performance. They argue that employees actively seek meaning through their work and, unless organizations try to provide a sense of meaning, employees are likely to quit. The study suggests that many people experience a greater search for meaning in the workplace than in life in general. There are numerous possible reasons for this; it may be because people generally spend longer time at work than in other parts of their lives. Further, they argue that high levels of engagement can only be achieved in workplaces where there is a shared sense of destiny and purpose that connects people at an emotional level and raises their personal aspirations.

Jeslie Mckeown. J. (2003) in his book on Retaining Top Employees focuses on the specific strategies and tactics can be adopted to create and sustain competitive advantage by increasing company’s attractiveness to both current & potential employees. The book provides

- Retention-focused new employee orientation guidelines
- Strategies for targeting recognition programs to top performers and
- Communication techniques that effective managers must know.
The book shows how making employee retention an integral part of your organizational culture, creating a work environment that will not only attract but retain organizations top people.

Johnson (2004) indicates that roughly half of Americans in the workforce are not fully engaged or they are disengaged. The survey indicates that on a country-by-country basis, the percentages of highly engaged, moderately engaged, and actively disengaged employees varied considerably. The survey results showed that Mexico and Brazil have the highest percentages of engaged employees, while Japan and Italy have the largest percentages of disengaged employees. He also argued that global research will help employers gauge their employees’ level of engagement against the norm in their own country.

Kahn (1990) in his qualitative study of the psychological conditions of personal engagement and disengagement of work has expressed that disengagement as the decoupling of the self within the role, involving the individual withdrawing and defending themselves during role performances. Disengaged employees displayed incomplete role performances and were effortless, automatic or robotic. He also found that there were three psychological conditions related to engagement or disengagement at work: meaningfulness, safety and availability. He found that workers were more engaged at work in situations that offered them more psychological meaningfulness and psychological safety and when they were more psychologically available.

Kanungo (1982) has maintained that job involvement is a cognitive or belief state of psychological identification. Job involvement is a thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results from a cognitive judgment about the needs satisfying abilities of the job. Jobs
in this view are tied to one’s self image. Engagement differs from a job as it is concerned more with how the individual employees behave during the performance of their job. Furthermore, engagement entails the active use of emotions. Finally, engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs.

Kasinathan. S and Rajee. M (2011) has explained that Employee Engagement is the buzz word for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity. Use and importance in the workplace impacts the organization in many ways. Human Resource practitioners believe that the engagement challenge has a lot to do with how the employee feels about the work experience and how the individual is treated in the organization. Engagement differs from job as it is concerned more with how the individual employees conduct themselves during the performance of their job. The study has further presented the importance, that the employee should be aware of and that their inputs matter a lot in helping the organization to a large extent. The personal services to the employees motivate them to a possible extent, so that the employees put in their best performance.

Lawler and Worley (2006) have opined that for a high-involvement work practice to be effective and for it to have a positive impact on employee engagement, employees must be given power. They argue this will lead to employees having the ability to make decisions that are important to their performance and to the quality of their working lives, thus engaging them in their work. Furthermore, they contend that power can mean a relatively low level of influence, as in providing input into decisions made by others or it can mean having final authority and accountability for
decisions and their outcomes. Involvement is maximized when the highest possible level of power is pushed down to the employees that have to carry out the decision, resulting in gaining the maximum level of engagement possible from employees.

Locke and Taylor (1990) have recognized that the relatedness needs the individuals possess, and rewarding interpersonal interactions with their co-workers provide a greater meaning to their work. He also suggests that client relations for some individuals may play a role in providing a meaningful work experience. Gender differences have also been found that men experience enrichment from work to family, while women experience depletion from work to family. The study has observed that the difference between employees who are single and those who are married. It was found that married employees tend to have a higher level of engagement than those who are single. This suggests that employees have come to a point where they are more settled in both their personal and professional lives. Another difference related to gender is that female managers or supervisors tend to have a higher percentage of actively disengaged workers than male managers do. Differences of health and personal values may also impact employee engagement such that some people ‘work to live’, while others ‘live to work’. Differences of skills, ability and dispositional variables are also expected to impact levels of employee engagement.

Locke and Taylor (1990) have stated that personal relationships have also been found to impact work engagement. Research has indicated that family stress is related to work stress. Relationships within the workplace have also been found to have an impact on ‘meaningfulness’, which relates to engagement. He has also indicated that such findings point to the relatedness needs individuals possess; interpersonal interactions with their co-workers add greater meaning to their work.
Differences in gender have also been found to impact how engaged individuals are. Evidence shows that women tend to find more fulfillments in their jobs and are more engaged than men, although there is no evidence that this finding is not generalisable across the globe. However, such findings need to be treated with some degree of caution. Demographic factors alone cannot predict an individual’s propensity to be engaged. Management style, employee voice and job design impact on people’s level of engagement, regardless of demographic variables.

Maslach et al. (2001) has propounded six areas of work-life. They are workload, control, rewards and recognition, community and social support, perceived fairness and values. He has stated that job engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. He has pointed out that work life lead to either burn out or engagement. Like burnout, engagement is expected to mediate the link between these six work-life factors and various work outcomes.

Maslach et al. (2001) has suggested that while a lack of rewards and recognition can lead to burnout, appropriate recognition and reward is important for engagement. He found that supportive and trusting interpersonal relationships as well as supportive management promoted psychological safety. Supportive environments allow members to experiment and to try new things and even fail without fear of the consequences. He also suggested that when employees believe that their organizations is concerned about them and cares about their well-being, they are likely to respond by attempting to fulfill their obligations to the organization by becoming more engaged. First-line supervisors are also believed to be especially important for building engagement and also to be the root cause of employee
engagement. Fairness and justice is also one of the work condition and positive perceptions of fairness can improve engagement.

Mitchell (2005) has opined that line managers play a major role in keeping their subordinates engaged. While line managers or immediate bosses are the reason why team members thrive in an organization, they are also the prime reason why employees quit their jobs. The majority of employees want their managers to give regular feedback on their performances, apprise them of mission importance and alignment with organizational goals, discuss emerging work trends, and help with career development. Managers need to understand the importance of social exchange for employee engagement. In particular, managers will need to provide employees with resources and benefits that will oblige them to reciprocate in kind with higher levels of engagement. However managers will also understand that employee engagement is a long-term and ongoing process that requires continued interactions over time in order to generate obligations and a state of reciprocal interdependence.

Neville. C. Tompkins (2006) in his book on managing employee Performance Problems crystallizes the experience in helping hundreds of and staff manager sort out work performance problems with employees at all levels of an organization. The book is a practical document with psychological introspection and hands-on information for the manager to consider what is facing a deterioration of job performance by an employee. The author has further argued managing people is one of the most difficult tasks.

Nitin Vazirani (2007) portrays that in employee engagement, people employ and express themselves physically, cognitively and emotionally during role performances. It is a positive attitude held by the employees towards the organization and its values. In conclusion, Employee emphasizes the importance of employee
communication on the success of a business. An organization should recognize employees, more than any other variable, as powerful contributors to an organizations competitive position. Therefore, employee engagement should be a continuous process of learning, improvement, measurement and action.

**Nivedita Jha (2010)** on Employee Retention-Issues and Challenges states that an employee leaving an organization is like a stone thrown in a still pond, the ripples of disruptions spread. In the age of talent crunch it is difficult to retain a talented workforce and developed sense of loyalty among them. Every HR manager today faces ‘certain challenges in retaining his employees”. An employee’s skill may prove useful elsewhere in the company, the HR person should support that. Open communication with employees over a period of time, rather than abrupt termination, works better. The author has recommended strategies should be followed by the organization to retain its worthy employees including the management of layoff and retrenchment.

**Peter Cappeli (1999)** in his book on Employment Practices and Business strategy addresses the vexing question of why, in a competitive marketplace, there are good jobs and bad jobs in the economy. Even within the same occupation, some employers pay higher wages, offer training, and provide good working conditions, while other employers offer the opposite. If conventional wisdom and prevailing management thinking argue that organizations that treat their workers better will be more productive and competitive. He further continues by emphasizing, provided a broader look at workplace changes and their impact on employees, employers and work organizations.

employee engagement. Employment Engagement initiatives directly influence the organization result and also is influenced by the growth of the organization, its leadership and the value addition experienced by the employees. It is a total concept which is influenced by the questions like how do employees accept the organization, do they find opportunity for growth in it, what are the incentives available to them, who are the people to work with, whether everything is transparent and is there any scope for using the brain independently. If the answers are positive they feel to accept the organization as their own and contribute more than expected for its success.

Purcell et al. (2003) has expressed that one of the main drivers of employee engagement was found to be employees having the opportunity to feed their views upwards. He argues that where employee involvement initiatives do exist, control still resides in the hands of management. Nevertheless, the research shows that where employees have been given control over how to do their work, they are more likely to focus harder on what they are doing. Engaged employees are also more likely to display discretionary behaviour. Engagement has been found to be closely linked to feelings and perceptions around being valued and involved, which in turn generates the kinds of discretionary effort that lead to enhanced performance. Such evidence implies that management needs to share control and allow employees to influence important decisions.

Purcell et al. (2003) have found a number of factors to be strongly associated with high levels of employee engagement. All of these factors had in common are that they were connected with an employee’s involvement in a practice related to their work. Effective communications was found to be a factor as engagement levels were affected by the amount of information employees received about how well the
company was performing and how they contributed to the company achieving its business objectives. Furthermore, employees having involvement in decision affecting their job or work was also associated with high levels of engagement. Clearly employee engagement also depends on the manager or supervisor. When managers employ a philosophy of ‘servant-leadership’, whereby a manager’s primary role is in supporting and serving those around them, the environment becomes ‘highly engaged’.

Rabiya Jidda and R.K. Srirastasra (2010) on Employee Engagement and the changing Economy discuss the employee engagement initiatives in the changing economic environment. The employee’s decision to leave a workplace is often outside the employer’s control. This situation, however only serves to increase the need for employers to work harder at employee engagement. Most organizations today realize that a ‘satisfied employee’ is not necessarily the ‘best’ employee in terms of loyalty and productivity. It is only an engaged employee who is intellectually and emotionally bound to the organization, feels passionately about its goals and is committed towards its values who can be termed thus. He goes the extra mile beyond the basic job responsibility and it is associated with the actions that drive the business. Moreover, in times of diminishing loyalty, employee engagement is a powerful retention strategy. The fact that it has a strong impact on the bottom line adds to its significance.

Robinson (2006) expresses that employee engagement can be achieved through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health. He argues that when individuals feel positive emotions, they are able to think in a more flexible, open-
minded way and are also likely to feel greater self-control, cope more effectively and be less defensive in the workplace. Emotions can also be related to well being. The Roffey Park Institute shares the belief of various authors who suggest a potential causal relationship between a more holistic approach to management. One that takes account of emotions and people’s deepest needs has improved business performance. The research has shown that if emotions are properly managed rather than shut out at work, they can drive trust, loyalty and commitment and great productivity gains by individuals, teams and organizations.

Saks (2006) has argued that organizational commitment also differs from engagement, in that, it refers to a person’s attitude and attachment towards their organization, whilst it could be argued that engagement is not merely an attitude; it is the degree to which an individual is attentive to their work and absorbed in the performance of their role. In addition, organizational citizenship behavior involves voluntary and informal behaviors that can help co-workers and the organization. The focus of engagement is in one’s formal role performance rather than purely extra-role and voluntary behavior.

Schaufeli and Bakker (2004) and Truss et al. (2006) portrayed that engaged employees were found to be almost three times more likely to feel their work lives positively. Nevertheless, this does not change the implication that engaged employees view their jobs as healthy. An individual’s intention to leave the organization is generally regarded as an important measure of how they are feeling about their work. Engaged employees are likely to have a greater attachment to their organization. The implication of this is twofold. Whilst engaging employees can help to reduce an organizations turnover and recruitment costs, it has also been found that the longer employees stay with an organization, the less engaged they become. Such
evidence stresses the importance of engagement and ensuring employees are engaged in the long term in what they do by addressing issues, which have been found to matter, rather than letting the employee-employer relationship become ‘stale’. It has been argued that employee engagement is only meaningful if there is a more genuine sharing of responsibility between management and employees over issues of substance.

Shaw (2005) has stated that emotions and wellbeing points to a link between positive feelings at work and levels of engagement. Furthermore, if management pays close attention to happiness at work, they will benefit from well-functioning employees, whilst at the same time enhancing the prospect of future resourcefulness. Organizations are more likely to see results by fostering positive emotions rather than simply concentrating on negative emotions and dealing with problems. It is evident that giving employees the opportunity to feed their views and opinions upwards is a key driver of employee engagement. In addition, employees are to be kept ‘in the know’ about what is happening in their organization. People want a sense of involvement with their employer. Employers can increase employee engagement by going beyond downward communication and making sure that people are not just treated as employees; instead they should be treated as valued individuals, as the research on individual differences suggests. Research has shown that there may be a link between levels of engagement and organizational performance. Human resource practices that have a strong focus on people have demonstrated a significant impact on improvements in productivity, satisfaction and financial performance. In addition, engagement needs to be viewed as a broad organizational strategy that involves all levels of the organization. A string of actions and steps, which require the contribution and involvement of organizational members, as well as consistent, continuous and clear communications.
**Soltis (2004)** argues that in order to create a highly engaged environment, managers must be engaged. If the managers aren’t engaged it’s unlikely that an employee will respond to any efforts to engage them. Employee engagement tends to be based on factors such as the relationship they have with their manager. Yet other theorists claim that employee engagement depends on offering empowerment and that jobs should fit the employees’ interests. This study has also revealed that employee engagement has been conceptualized in different ways. There is no single agreed definition and the research has shown that, however engagement is a multifaceted construct. The existence of various conceptualizations makes the state of knowledge around employee engagement difficult to determine under different circumstances.

**Srivastava and Bhatnagar (2008)** have opined that employees feel engaged when they find personal meaning and motivation in their work, receive positive interpersonal support, and function in an efficient work environment. They also suggested that there should not be any gap between what workers aspire to, from the organization and what they actually get. This gap has the potential to lead to employee disengagement. Psychological meaningfulness can be achieved from task characteristics that provide challenging work, variety allows the use of different skills, personal discretion, and the opportunity to make important contributions. Jobs that provide individuals with the room and incentive to bring more of themselves into their work will help in keeping them engaged.

**Towers Perrin (2003)** study of engagement has identified both emotions and rationality as core components. Emotional factors are linked to an individual’s personal satisfaction and the sense of inspiration and affirmation they get from their work and from being a part of their organization. A key element is the sense of
personal accomplishment from one’s job. The rational factors generally relate to the relationship between the individual and the organization. The extent to which employees understand their role and their organization’s role and objectives are the rational factors which exhibit the relationship between the employee and the organization. It was found that scores for key aspects of rational engagement such as understanding the individual’s role relate to organizational goals and objectives and willing to put in a great deal of effort beyond what is normally expected are generally higher than those for emotional engagement. Looking deeper into the more emotional aspects of working, a different picture emerges, their company is a good place to work, and their company inspires them to do their best work. The study has revealed that where the impact of employees dissatisfaction is found with various aspects of their work experience such as overwhelming workloads, distant and non-communicative senior leadership, and the lack of developmental opportunities. This shows the significance of management actions in determining levels of employee engagement. Furthermore, building engagement is a process that never ends and it rests on the foundation of a meaningful and emotionally enriching work experience.

Truss et al. (2006) in Employee Attitudes and Engagement has found that levels of engagement were associated with a host of positive outcomes for individuals and their employers. The study has revealed that the value of engagement, but wanted to know more about how engagement levels vary across different sectors and contexts.

Vinitaa Agrawal (2007) in her book assumed prominence as a dynamic and creative means to achieve increased productivity and profitability, improved morale, better industrial relations and career development of employees, all eventually leading to achieve overall goals of mega-sized organization. In the process of HRD,
many challenging issues like the treatment of HRD expenses as capital expenditure or revenue expenditure, retention of the human resources development in the HRD Process of Organizations and resistance shown by the employees against HRD process are being experienced. This book examines the perceptions of bank employees regarding HRD practices and measures to see as to what extent the pertinent challenges in the HRD process are being resolved.

Welbourne (2007) suggests that there are five key roles that employees occupy at work: Core job holder role, entrepreneur or innovator role, the team member role, career role and organizational member role. Firms stay ahead of the competition when they develop their human resources in a way that is not easily replicable by their competition. If a company values only the core job role and employees engage in behaviors exclusively associated with the core job, these jobs are very easy for the competitors to replicate.

SURVEY REPORTS

Bates (2004) has expressed that the employee survey is the diagnostic tool of choice in the battle for the hearts of employees. Some companies ask workers about their work experiences as infrequently as every other year, looking for major trends. Others take the pulse of the people as often as every month to address the little things that get in the way of employees doing their jobs. Regardless of frequency, the most effective surveys ask questions that can lead to specific corrective actions and that demonstrate a long-term commitment to providing a rewarding work experience, as several organizations have found.

Best Companies (2009) Work Place Insight Tool is a survey of employees based on the assumption that business can improve engagement levels in many areas and what is key is trust, listening, flexible working and avoiding a long hours’
culture. Responses to the survey are analyzed to explore the correlation between employee engagement and areas which can be targeted for change. Organizations can explore how performance has changed over the years and benchmark themselves against other companies.

**Development Dimensions International (2005)** has stated that a manager must do five things to create a highly engaged workforce. They are

- Align efforts strategy
- Empower
- Promote and encourage teamwork and collaboration
- Help people grow and develop
- Provide support and recognition where appropriate.

**International Survey Research (2004)** on the study of employee engagement on a global level has focused that is worthwhile given the increasing number of multi-national organizations and use of outsourcing. It is important to consider, whether or not the same engagement techniques work for employees in countries with and cultures. The international research consultancy completed a major survey into the nature and causes of employee engagement and how companies can improve engagement to enhance business performance. The survey was conducted across ten of the world’s largest economies - Australia, Brazil, Canada, France, Germany, Hong Kong, the Netherlands, Singapore, the UK and the USA, involving nearly 160,000 employees from across a broad spectrum of industries. The survey highlights large variations among the 10 countries in terms of employees’ overall commitment to, and involvement with their employers. The research demonstrates that it does not fit all, when it comes to motivating employees to engage with their company and work. In Australia, Singapore, and Hong Kong,
the extent to which company management is respected emerged as an influential determinant of engagement. In the UK and US, on the other hand, a more important factor was the degree to which organizations provide long-term employment and career opportunities. The study has also identified four major issues as: global factors in managing engagement; career development, leadership, empowerment, and image. Career development was found to influence engagement for employees in each of the ten countries with the key message being organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential. It is believed that when companies invest in their people their people invest in them.

**MacLeod Review (2009)** The United Kingdom Government published the report of a review of employee engagement. Drawing on studies of a wide range of organizations in both private and public sectors, it concludes that integrity is the key enablers of engagement. The report commends that

- The government should work to raise awareness of employee engagement benefits and techniques.
- A senior sponsor group bringing together business, the public sector, nonprofit organizations and unions should be set up to boost understanding of this vital topic.
- The government and its agencies should work together to ensure that support is tailored to the needs of organizations in different sectors.

**Penna research report (2007)** on work has pointed out the potential to be a valuable way of bringing employers and employees closer together to the benefit of both where employees experience a sense of community and opportunity making
contribution. Furthermore, the report has also come up with a new model called ‘Hierarchy of engagement’ which resembles Maslow’s need hierarchy model. In the bottom line of hierarchy of engagement there are basic needs of pay and benefits. Once an employee is satisfied with these needs, then the employee looks to the development opportunities possibility of promotion and then leadership style will be introduced to the mix in the model. Finally, when all the above cited lower level aspirations have been satisfied the employee looks to an alignment of value-meaning, which is displayed by a true sense of connection, a common purpose and a shared sense of meaning at work.

**Hierarchy of engagement**

![Hierarchy of engagement diagram]

The Scottish Executive Social Research (2007) reports that there is no evidence in the literature of significant differences between how the concept of employee engagement can be applied to private and public sector organizations. Rather, there are significant differences between organizations within each sector
The Chartered Institute of Personnel and Development survey has suggested that strengthening employee voice can make a difference to organizational performance. Employee voice can be defined as the ability for employees to have an input into decisions that are made in organizations. It has been argued that one of the main drivers of employee engagement is for employees to have the opportunity to feed their view upward. Their survey concluded that currently many organizations are not very successful in doing this and as a result many employees felt they lacked opportunities to express their views and be involved in decisions. On the other hand, researchers found employers are doing well in giving employees the freedom to make decisions relating to their jobs. The survey has also brought to light that employees are greatly under-utilized in the workplace through the lack of involvement in work-based decisions. Employee involvement is seen as a central principle of ‘soft’ HRM, where the focus is upon capturing the ideas of employees and securing their commitment.

The Towers Perrin Talent Report (2003) has identified the top ten workplace attributes which will result in employee engagement. The top three among then the ten drivers are: senior management’s interest in employees’ well-being; challenging work and decision making authority. Institute of Employment Studies points out that the key driver of employee engagement is a sense of feeling valued and involved, which has the components such as involvement in decision making, the extent to which employees are able to voice their ideas, the opportunities that employee have to develop their jobs and the extent to which the organization is concerned for employees’ health and well-being. It also indicates that communication is the top priority to lead employees to engagement. The report also identifies the importance of being kept informed about what is going on in the organization.
Opinion of famous personalities:

<table>
<thead>
<tr>
<th>Personality</th>
<th>Views</th>
</tr>
</thead>
<tbody>
<tr>
<td>N.R. Naraynamurthy, Chief mentor of</td>
<td>Working for long hours mean does not commitment but it is but it is important how far they are committed to work.</td>
</tr>
<tr>
<td>Infosys</td>
<td></td>
</tr>
<tr>
<td>Ian Eldridge, Chief Executive</td>
<td>It is not customer retention is business; but good employee retention business.</td>
</tr>
<tr>
<td>Pizza Express Group</td>
<td></td>
</tr>
<tr>
<td>Azim Premji, Wipro, Chairman</td>
<td>The objective of an organization is to focus on employee engagement. The strategy is to continue to maintain the highest level corporate governance. By effective employee engagement practices.</td>
</tr>
<tr>
<td>Dale Carnegie, Leading human</td>
<td>Emotional drivers of engagement have a major impact on an employees’ engagement level, Certain emotional responses are positive, others negative, but negative emotions have greater influence. The fully engaged employee is more enthusiastic, empowered, happy, confident and valued. The disengaged find their workplace upsetting and are irritated merely by having to show up for work.</td>
</tr>
<tr>
<td>resources and management consultants.</td>
<td></td>
</tr>
<tr>
<td>Stephen P. Robbins, Author, book on</td>
<td>The actions, behaviours and interactions with your employees shape their feelings. Employees are must loyal and engaged when they feel that there is mutual respect and when the company’s values align with their own.</td>
</tr>
<tr>
<td>organizational Behavior,</td>
<td></td>
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<tr>
<td>Name</td>
<td>Position</td>
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<td>-------------------------------</td>
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<tr>
<td>K.V. Kamath</td>
<td>Former CEO, ICICI</td>
</tr>
<tr>
<td>Eric Spiegel</td>
<td>President and Chief Executive Officer, Siemens Corporation</td>
</tr>
<tr>
<td>David Zinger</td>
<td>Global employee engagement expert.</td>
</tr>
<tr>
<td>Richard Knowles</td>
<td>Pupont Manager</td>
</tr>
<tr>
<td>Stephen. R. Covey</td>
<td>Management Guru</td>
</tr>
<tr>
<td>Royal Bank of Canada, CEO</td>
<td>Employee communication is not only to inform employees, to do a job better but engaging and aligning their performance with the vision and mission of the business.</td>
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</tr>
<tr>
<td>Royal Bank of Scotland CEO</td>
<td>The concept of employee engagement is the heart of business strategy.</td>
</tr>
<tr>
<td>The British Broadcasting Corporation Chief Operating Officer, London</td>
<td>Employee engagement is ‘involve’, ‘participate’ and ‘respondents’ rather than ‘engage’.</td>
</tr>
<tr>
<td>West Bromwich Building Society, CEO</td>
<td>It is a powerful people engagement strategy that consistently demonstrates the link between leadership, culture and business competitiveness and development and involvement.</td>
</tr>
</tbody>
</table>

**CONCLUSION**

In the present scenario of hectic competition, the level of a commitment and involvement of employees is of value to any organization.

The review of literatures suggests that employee engagement is a meaningful construct that is clearly worthy of future research. Psychological conditions of engagement can influence the employee engagement as a whole. There are other variables that might also be important for employee engagement. HR practices such as flexible work arrangements, training programmes, and incentive rewards might also be important for employee engagement.
Evidence suggests that new employees score the highest on levels of engagement, which may in part be due to the optimism and enthusiasm they experience upon starting a new job. Attitudes they possess in their work also matters. Once these have been identified, an attempt could be made to maintain a high level of engagement of employees at the beginning of their employment itself. This can be further strengthened by understanding clearly the need, psychological factors and attitudes of the individuals throughout their period of employment.

A further consideration is that employee surveys should be supported by interviews and contextual analysis in order to gain a more holistic view and approach on employee engagement and the ways how it is being managed within organizational settings.

Research conducted in several countries, there is still a need for research to concentrate in depth on other countries throughout the world. Furthermore, it differs from country to country. These views suggest that future research should focus on creating a standard measure of engagement to allow organizations to see how they measure up to other companies along a simple set of fundamental work qualities, considering individual differences in employee engagement. Several personality variables, such as self-esteem, have been found to be relevant to the concept of employee engagement. Social exchange theory suggests that individuals with a strong exchange ideology are more likely to feel obliged to return the benefit bestowed to them. Therefore, the relationship between various predictors and engagement might be stronger for individuals with a strong exchange ideology.

The best mantra to have a workforce that is committed to your organizational goals at all times – “Hire people with passion and do your bit to maximize their engagement”.

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