CHAPTER III
THEORETICAL FRAMEWORK

3.1 The Theoretical Framework of the Present Study

This chapter discusses the theoretical framework of the study. The framework attempts to capture the relationship between three constructs of Employee Engagement, Organizational Culture and Communication by discussing the various units of theory. (Dublin, 1969; Pawar, 2009). Among the many antecedents of Employee Engagement, Organizational Culture and Communication are considered as most important. They have been identified as predictors of Employee Engagement, which is the central construct and comprises of Vigor, Dedication and Absorption (Schaufelli & Bakker, 2002)

3.2 Conceptual Model Framework

Extensive literature review, followed by addressing research gaps led to the development of conceptual model framework. The tenets of the study like Organizational Culture, Organizational Communication and Employee Engagement cannot be measured directly and hence has to be through observed variables. These concepts are termed as constructs (Kaplan, 1964). In literature the terms concepts and constructs are used interchangeably, without suggesting any substantive distinction (Pawar, 2009). The conceptual model is depicted in the following model:
3.3 Dimensions of the conceptual model

3.3.1 Organizational Culture

Organizational culture was measured by the scale developed Wilderom and Van den Berg (2004). It has been modified and adapted by the researcher in the Indian context. It is operationalized through variables like autonomy, external orientation, inter-departmental cooperation, and improvement orientation.
operation, human resource orientation and improvement orientation. These dimensions have operationalized below:

(a) **Autonomy**

It reflects the extent of freedom and empowerment provided to employees in the organization. It plays a significant role in making the employees feel involved and valued.

(b) **External Orientation**

It signifies the extent and promptness with which an organization responds to changes in the external environment. Employees perceive this as important dimension which reflects the organization’s proactiveness, foresight and agility.

(c) **Inter – departmental Co-operation**

It refers to the extent to which different departments in the organization aid and assists each other in the smooth conduct of business. It gives employees a sense of security and enhances belongingness with the organization.

(d) **Human Resource Orientation**

It includes the various human resource policies that exist in the organization. These reflect the philosophy of the organization with regard to treating human resources. It defines the trust and respect they have for employees.

(e) **Improvement Orientation**

It includes the extent to which an organization strives to improve and innovate by giving employees them flexibility and empowerment to think out of the ordinary. Employees flourish in organizations where they are allowed to make mistakes, learn and continuously improve upon.
3.3.2 Organizational Communication

Organizational Communication was measured through the scale developed by Clampitt and Downs. (1977, 1992). It was modified and adapted in the Indian context. It is operationalized through variables like personal feedback, organizational integration, supervisory communication, horizontal and informal communication, subordinate communication, media quality and corporate information. These dimensions have been operationalized as follows:

(a) Organizational Integration
It refers to the extent to which employees are able to identify themselves as an integral part of the organization and consider themselves as being involved in its processes.

(b) Supervisory Communication
It includes the way in which supervisors reach out and communicate with employees. The employees perceive the style and nature of supervisory communication as being important.

(c) Personal Feedback
It implies the extent to which employees are informed about their progress and performance gaps and career plans.

(d) Corporate Information
This includes the extent to which employees are adequately and transparently communicated about the organization’s policies, strategies and standing.

(e) Communication Climate
It includes the trust, fairness and transparency perceived by employees for the tenets of organizational communication.
(f) **Horizontal and Informal Communication**

It implies the informal networks and channels of communication which evolve through interactions with members in the organization. It instills a sense of belonging to the in-group in their members.

(g) **Media Quality**

It refers to the quality of information shared with employees. It also addresses the channels and mediums which are chosen for the purpose of communication to improve the speed, accuracy and content of communication

(h) **Subordinate Communication**

It includes the communication directed by subordinates towards their supervisors. It refers to the support and trust directed by the subordinates for their supervisors.

3.3.3 **Employee Engagement**

Employee Engagement is defined as the level of commitment, involvement and passion as a `positive, fulfilling work related state of mind that is characterized by vigor, dedication and absorption` Schaufeli, Salanova, Gonzalez-Roma and Bakker (2002). The scale of these researchers was modified and adapted in the Indian context in the current study. These dimensions have been operationalized as follows:

(a) **Vigor**

It refers to high levels of energy and mental resilience while working, and the willingness to invest effort in one’s work.
(b) Dedication

It refers to deriving a sense of significance from one’s work, by feeling enthusiastic and proud about one’s job, and by feeling inspired and challenged by it.

(c) Absorption

It is characterized by being totally and happily immersed in one’s work and having difficulty detaching oneself from it.

The model used in the current study offers a unique impact of organizational drivers like organizational culture and communication which can lead to employee engagement. This model was tested in the Indian banks and can be used in service sector organizations.