Chapter 02 REVIEW OF RELATED LITERATURE

2.0 An Overview of the Chapter

This chapter attempts to understand the relevant theories, concepts and key practical issues. For the purpose of the review the researcher examined peer-reviewed journal articles, working papers, textbooks, and other published resources relevant to Employee Engagement, Performance Management and Reward Strategies. Articles were found through the search facility of on-line journal databases such as Proquest, EBSCO Business Source Premier, Emerald Full text and ABI Inform.

The review is divided into IV sections as follows:

1. Section I describes the review of related literature on the concept of Employee Engagement
2. Section II throws light on the studies related to Performance Management
3. Section III provides insight into the studies related to Performance Management System and its relationship with Employee Engagement
4. Section IV puts together the review of literature on Reward Strategies in relation with Employee engagement
5. Section V covers Miscellaneous Studies

2.1 Studies Related to Employee Engagement

Malhotra, (2012) in her research paper titled, Employee Engagement: A conceptual analysis explores the historical development of employee engagement using integrative literature review method. The paper throws light on the early conceptualisations of employee engagement followed by the contemporary approach. It further elaborates on the various models developed by consultants to understand the role of HR in enhancing employee engagement at workplace and application of the concept at business unit level (Saks 2006; Harter, Schmidt, Hayes 2002; Fleming, Asplund 2007; Keyes 2003; Wagner
2006). Drivers of employee engagement are highlighted. To conclude the author presents implications for HRD scholars and practitioners.

Little & Little (2006) in their article on, *Employee Engagement: Conceptual Issues*, explores the construct of employee engagement. The researchers’ have explored questions related to how the construct is defined and it relation with other existing, well-validated constructs. The article covers application of the construct to organisational outcomes. Many organisations now measure their employees’ level of engagement and make an attempt to increase these levels because they believe that doing so will improve productivity, profitability, turnover and safety. This article attempts to critically analyse the positives and negatives of employee engagement research.

Markos (2010) in his paper titled, *Employee Engagement: The key to improving performance*, explicates that employee engagement is a vast construct that touches almost all parts of human resource management facets we know hitherto. If every part of human resources is not addressed in appropriate manner, employees fail to fully engage themselves in their job in the response to such kind of mismanagement. The construct employee engagement is built on the foundation of earlier concepts like job satisfaction, employee commitment and Organizational citizenship behaviour. Though it is related to and encompasses these concepts, employee engagement is broader in scope. Employee engagement is stronger predictor of positive organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behaviour. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement.
Thiagarajan & Renugadevi, (2011) in their article on, Employee Engagement practices in Indian BPO Industries- An Empirical Investigation, provides an introduction to the concept of employee engagement and key research on engagement related factors in BPO Industries in India. The authors’ conducted a literature search on employee engagement and interviews with 126 executives. The results reveal that, Career development, performance appraisal and motivation factors are connected to employee engagement. The implications are that leaders should be educated on engagement, career development opportunities are particularly important and that performance improvement should champion work life balance, these practices are useful to increase engagement.

Bakker (2007) in his research paper on, Building Engagement in the workplace, defines work engagement as a state including Vigor, Dedication, and Absorption, and describe the results of qualitative studies on the manifestation of engagement. The scales described in this paper for measurement of Work Engagement includes, the Utrecht Work Engagement Scale (UWES; Schaufeli & Bakker, 2003; Schaufeli et al., 2002) which has three subscales: Vigor, Dedication and Absorption. Another instrument used for the assessment of work engagement is the Oldenburg Burnout Inventory (OLBI; Demerouti & Bakker, in press). The OLBI includes two dimensions: one ranging from exhaustion to Vigor and a second ranging from cynicism to Dedication.

Further, various studies emphasizing the psychological role of job and personal resources as predictors of engagement, and their increased salience in the context of high job demands are discussed. The five empirical studies presented in this paper suggest a positive relationship between work engagement and performance. Four reasons why engaged workers are more productive, discussed in this paper are1) positive emotions, 2) good health 3) ability to mobilize resources and 4) crossover of engagement. Since even engaged workers have their off-days, studies on daily changes in work engagement are
reviewed as well. Building on the past research the author in this paper has presented an overall model of work engagement based on two assumptions from the Job Demands – Resources (JD-R) model (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner & Schaufeli, 2001). Xanthopoulou et al. (2007a, 2007b), expanded the JD-R model and showed that job and personal resources are mutually related, and that personal resources can be independent predictors of work engagement. The author emphasizes the use of both qualitative and quantitative phases of research for monitoring work engagement in organisations.

In conclusion the validity of J-DR model suggested by the author for measuring work engagement in organisations should be examined in various occupational groups and in different countries. In addition, future research should test whether the Work Engagement Monitor is effective in helping employees to cope with their demands, mobilize their resources, stay healthy, and perform well.

Poisat (2006) in his study on, A critical analysis of organisational strategies for employee engagement explicates strategies that organisations can use to engage their employees. To achieve this objective a theoretical employee engagement model was presented. Firstly using literature survey author has made an attempt to determine the underlying drivers/constructs of employee engagement. This study is limited to middle management level employees as this level, according to Paditporn and Verma (2003), is crucial in promoting employee engagement. Sappal (2004) asserts that the difference between engagement strategies of today and those of the past is that employers are now linking them to the overall business plan and not merely influencing employee morale. Based on the analysis of the existing constructs, the study further identifies four categories to measure employee engagement. The four categories presented in the form of a model
include organisational leadership, organisational culture, organisational strategies and the manager’s role.

From the literature survey and the study it became clear that the role of the manager, had the most significant impact on employee engagement of all the categories. In addition, the strategies espoused in the integrated organisational employee engagement model can be applied by organisations for improving their employees level of engagement, that will result in increased organisational competitiveness.

Vance Ph.D (2006) in his article on, Employee Engagement and Commitment: A guide to understanding, measuring and increasing engagement in your organisation examines the approach adopted by employers and corporate consultants in defining the term employee engagement and offers ideas for strengthening employee engagement. Though different organisations define engagement differently, some common themes emerge. These themes include employees’ satisfaction with their work and pride in their employer, the extent to which people enjoy and believe in what they do for work and the perception that their employer values what they bring to the table.

This report provides guidelines for understanding and measuring employee engagement, and for designing and implementing effective engagement initiatives. The report also outlines the way in which everyday human resource practices such as recruitment, training, performance management and workforce surveys can provide powerful levers for enhancing engagement. The author reveals 10 common themes related to engagement:

1. Pride in employer
2. Satisfaction with employer
3. Job satisfaction
4. Opportunity to perform well at challenging work
5. Recognition and positive feedback for one’s contributions
6. Personal support from one’s supervisor

7. Effort above and beyond the minimum

8. Understanding the link between one’s job and the organisation’s mission

9. Prospects for future growth with one’s employer

10. Intention to stay with one’s employer

The research, guidelines and examples provided in this report—as well as the annotated bibliography—can help the reader begin to weigh the options and to craft an investment plan that will best suit your organisation’s unique circumstances.

Saks, (2006) in his study on, *Antecedents and consequences of Employee Engagement* tests a model of the antecedents and consequences of job and organisation engagements based on social exchange theory. A survey was conducted on 102 employees working in a variety of jobs and organisations where the average age of the respondents was 34 and 60 percent were female. The survey included measures of job and organisation engagement as well as the antecedents and consequences of engagement.

Findings indicate that there is a meaningful difference between job and organisation engagements and that perceived organisational support predicts both job and organisation engagement; job characteristics predicts job engagement; and procedural justice predicts organisation engagement. In addition, job and organisation engagement mediated the relationships between the antecedents and job satisfaction, organisational commitment, intentions to quit, and organisational citizenship behaviour.

This study is the first, to make a distinction between job and organisation engagement and to measure a variety of antecedents and consequences of job and organisation engagement. As a result, this study addresses concerns about the lack of academic
research on employee engagement and speculation that it might just be the latest management fad.

Future research should attempt to explore the types of factors that are most important for engagement in different roles (e.g. job, organisation, and group).

Ferrer, (2007) in their article on, Engaging: The dominant frameworks explicates that employee engagement research has largely demonstrated that the concept is positively linked to greater organisational performance, productivity and profitability. These findings help to quell some earlier academic angst that engagement was more a consultancy trend than workplace reality. Despite this, there is divided opinion over what exactly constitutes employee engagement.

This paper outlines the main academic and practitioner frameworks for the concept including: the ‘well-being’ approach; burnout-engagement duality and positive psychology; the job demands and resources model; the depletion and enrichment framework; social exchange theory and finally, the consultant frameworks in an effort to weave together a more holistic definition of employee engagement.

Ferguson, (2007) in the research paper on, Employee engagement: does it exist, and if so, how does it relate to performance, other constructs and individual differences? reviews the current literature on employee engagement and considers the various definition and models of engagement available in the psychological and business literature.

The research aims to clarify the construct of EE. Specifically, this research attempts to (1) develop a scale to measure EE; (2) establish if EE is unidimensional or multidimensional as a construct; (3) establish reliability and validity of the scale, testing as to whether engagement shows discriminant validity with respect to job satisfaction, job involvement, intrinsic motivation, affective commitment, organisational citizenship behaviours and in-
role behaviours; (4) clarify predictors of EE; and (5) examine the impact of individual differences on employee engagement.

This research has potential applications in HRM for role definition, support and flexibility. For instance, the increased use of outsourcing and virtual work teams have become strategic processes for many companies. If EE is so important to companies then, what is the role of EE in these processes? Indeed, if EE is so valuable to companies in that it is having such a profound effect on performance and profitability, then it warrants and requires future research.

Robertson & Cooper (2010) in their research on, *Full engagement: the integration of employee engagement and psychological well-being*, expresses that employee engagement is more likely to be sustainable when employee well-being is also high and this is termed as “Full Engagement”. In this paper authors’ have reviewed research evidence covering the separate concepts and evidence of the benefits that both engagement and well-being confer on organizations. The findings indicate that most current perspectives on employee engagement include little of direct relevance to well-being and reflect a narrow, commitment-based view of engagement. This view focuses too heavily on benefits to organizations. A broader conception of engagement (referred to as “full engagement”), which includes employee well-being, is a better basis for building sustainable benefits for individuals and organizations. However research exploring the links between employee engagement and well-being is needed to validate and develop the propositions put forward in this article. Further the integration of well-being and commitment-based engagement into the single construct of full engagement provides a novel perspective.

Christopher, (1998) in his research on, *A new Measurement Scale for Employee Engagement: Scale Development, Pilot Test, and Replication*, contradicts the views of the previous researchers that engagement is multidimensional and conceptualizes engagement
as unidimensional. In the first phase of item generation a preliminary set of scale items were generated using insights from existing literature and information gained through semi structured interviews. Individuals occupying diverse occupations from various organisations were selected for these sessions. Males (n = 9) and females (n = 9) each represented 50% of the sample, and the interviewees ranged in age from 26 to 65 years with a mean age of 36.5 (SD = 9.9 years). The findings of the semi structured interviews indicated that Engagement was strongly related to the job tasks. The consensus was that when the right personal, task, and contextual elements came together a state of engagement was the result.

Forty four items generated through semi-structured interviews were examined with the help of expert opinion of seven subject matter experts (SMEs). Each item was classified based on the degree to which it appeared to be an appropriate measure of the intended construct. Items that generated at least 70% agreement were retained. SMEs were also prompted to provide open-ended feedback. Seventeen items met the initial retention criteria. Two of these items were rated by at least one expert to be of “low relevance or not at all relevant,” and consequently were eliminated. Between two remaining items with very similar focus one was chosen at random for elimination. Improvements in item wording were made following a supplemental round of consultation with SMEs.

Content adequacy was assessed using the procedure described by Schriesheim et al. (1993) and was amended for the proposed unidimensional scale. Content adequacy was tested on the sample of fifty-nine MBA students at a large southeastern university. The data were analysed via exploratory factor analysis using principal axis factoring. Three distinct factors emerged from the data, with all but one item loading on its intended factor. The item which loaded incorrectly was a newly created engagement item. It was subsequently discarded.
In the second phase of the research, a pilot test was conducted on 1500 randomly selected respondents who were U.S. residents, employed full or part-time, and at least 18 years of age. The initial sample included 527 responses. Sixty-one cases were removed due to incomplete data, resulting in a final sample of 466 responses (31% response rate). The mean age of this sample was 38.0 ($SD = 10.8$). Respondents indicated an average of 67.9 months ($SD = 77.3$) in their current job, and 70.8 months ($SD = 77.4$) with their current organisation. Both exploratory and confirmatory factor analyses were used to test and refine the scale. A split-sample method was utilized on the pilot-test data, such that 200 randomly selected observations were used for EFA, and the remaining 266 observations composed the CFA sample.

The replication study conducted on unit managers from three units of a not-for-profit, community owned health care system located in the south-eastern United States. Ninety-eight surveys distributed with a response rate of 58% supported the findings from the pilot-test sample.

Findings indicated that Meaningfulness was strongly correlated with engagement in both samples ($r_{pilot} = .64$; $r_{replication} = .65$), as was organisational commitment ($r_{pilot} = .51$; $r_{replication} = .58$). Additional correlation data supported significant relationships between engagement and several behavioural outcomes.

Specifically, with task performance behaviours ($r = .49, p < .01$), contextual performance behaviours ($r = .77, p < .01$), role innovation ($r = .49, p < .01$), and positive emotional displays ($r = .55, p < .01$).

In conclusion the newly developed scale supports the idea that engagement is a state of aroused, situation specific motivation that is correlated with both attitudinal and behavioural outcomes. Individually the scale items appear to measure separate
phenomenon like curiosity, diligence, industriousness, learning orientation, or even achievement motives. However, the amalgamation of these separate motivations being activated in concert with one another identifies the state of employee engagement.

This study bolsters existing engagement research, positions engagement as a distinct construct within organisational research, and provides new insights to propel future research.

Schaufeli, et al. (2001) in their study on, *The measurement of Engagement and Burnout: A two sample Confirmatory Factor Analytic approach* aims to replicate the variance of the three-factor structure of the MBI-GS across a sample of university students and employees, respectively. MBI-GS is different from the slightly adapted original version of the MBI presented by previous researchers in which the rewording of the items to measure burnout among university students resulted in dramatic change in the meaning of an item. (Balogu et al., 1995; Gold et al., 1989; Gold and Michael, 1985; Powers and Gose, 1986). Since the MBI-GS is a more generic instrument that measures burnout without referring to other people, the inherent problems of rewording are avoided.

Authors’ in this study argue on the viewpoint of the previous researchers that engagement is adequately measured by the opposite profile of MBI scores and explicate that although conceptually speaking, engagement is the positive antithesis of burnout, however both the concepts can be measured and hence their structure differs. As a consequence, engagement is operationalised in its own right.

Further in this paper authors’ investigate some psychometric features of their self-constructed engagement inventory that consists of the three dimensions i.e. Vigor, Dedication, and Absorption. More specifically, the internal consistencies of the three scales as well as their factorial validity is studied.
The study was conducted on two samples. *Sample 1* consisted of 314 undergraduate students of the University of Castellón, Spain (214 females – 68% and 100 males – 32%). Their mean age was 22.3 years (SD = 3.7); 45% was in their first year, 23% in their second year, 14% in their third year, and 18% in their final year, respectively. *Sample 2* consisted of 619 employees (291 females – 47% and 328 males – 53%) from 12 Spanish private and public companies. They were employed in various jobs and occupational fields, such as clerical jobs (33%), technical and support staff (23%), human services (16%), management (9%), sales (7%), laboratory settings (7%), and production line operators (5%). The mean age of the sample was 32.8 (SD = 8.36).

*Burnout* was assessed using the MBI-GS that consists of 16 items that are scored on three scales: *Exhaustion* (EX) (5 items); *Cynicism* (CY) (5 items); *Efficacy* (EF) (6 items). All items are scored on a 7-point frequency rating scale ranging from 0 (‘never’) to 6 (‘always’). High scores on EX and CY and low scores on EF are indicative for burnout (i.e. all EF-items are reversibly scored). *Engagement* was assessed with 24 self-constructed items that were simultaneously formulated in Spanish and English measuring three underlying dimensions: *Vigor* (VI) (9 items); *Dedication* (DE) (8 items), and *Absorption* (AB) (7 items). The engagement items are similarly scored as those of the MBI-GS. In order to avoid answering bias, burnout and engagement items were randomly merged into a 40-item questionnaire.

Internal consistencies (Cronbach’s α) were computed for establishing reliability of the 3 engagement scales. Further *structural equation modeling (SEM)* method was used to test the hypothesized correlated three-factor model of the MBI-GS across both samples and was compared to the fit of a one-factor model that assumes that all items load on one single underlying dimension. In a similar vein, the hypothesised correlated three-factor model of engagement was tested across both samples and compared to a one-factor
model. Finally, the relationship of burnout and engagement was studied by testing two alternative models across both samples: (1) a model (M1) that assumes that all burnout and engagement scales refer to one underlying ‘general wellbeing’ dimension; (2) a model (M2) that assumes that burnout and engagement are two different but related constructs; Maximum likelihood estimation methods were used and the input for each analysis was the covariance matrix of the items. The goodness of fit of the models was evaluated using absolute and relative indices.

It was observed that burnout and engagement scales are negatively related, whereas interrelations of the burnout and engagement scales are positive. Furthermore, the engagement scales are stronger interrelated (mean $r = 0.63$ in Sample 1 and mean $r = 0.70$ in Sample 2) than the burnout scales (mean $r = 0.35$ in Sample 1 and mean $r = 0.40$ in Sample 2). The mean $r$ of the burnout and engagement scales is $-0.38$ in Sample 1 and $-0.42$ in Sample 2. Of the burnout scales, EX is least strongly related to the engagement scales (particularly AB), whereas EF is most strongly related to these scales. As expected, DE is fairly strongly negatively related to CY ($r = -0.51$ in Sample 1 and $r = 0.55$ in Sample 2), whereas – contrary to expectations – VI is not particularly strongly negatively related to EX ($r = -0.20$ and $-0.34$ in Sample 1 and Sample 2, respectively). Finally, although the mean values of burnout and engagement differ significantly in both samples (multivariate $F(6, 926) = 114.11, p < 0.001$), the pattern of correlations is remarkably similar across students and employees. More specifically, compared to employees, students report significantly higher levels of burnout (EX: $F(1, 926) = 277.52, p < 0.01$; CY: $F(1, 926) = 48.50, p < 0.01$; r PF: $F(1, 926) = 29.22, p < 0.01$) and lower levels of VI ($F(1, 926) = 55.89, p < 0.01$) and AB ($F(1, 926) = 4.51, p < 0.05$), but higher levels of DE ($F(1, 926) = 60.70, p < 0.01$). Thus, with the exception of DE, employees score more favourable than students.
Next, two alternative models for burnout and engagement were fitted to the data: (1) a one-factor model (M1) that assumes one latent variable underlying all burnout and engagement items and (2) a three-factor model (M2) that assumes three latent but correlated scales (EX, CY, PE and VI, DE, AB, respectively). The three-factor model fits reasonably well to the data, with the RMSEA meeting the criterion of 0.08 and CFI approaching 0.90. As expected, the fit of the three-factor model is significantly better than that of the one-factor model: $\chi^2(8) = 1532.59, p < 0.001$.

Finally, two models are tested that specify relationships between burnout and engagement scales.

In conclusion the study examines, for the first time, the structure of engagement and burnout using confirmatory factor analysis. Results in two independent samples including students and employees confirmed the original three-factor structure of the MBI-GS and corroborated the hypothesized three-factor structure of the newly constructed engagement questionnaire.

SEM analyses revealed that neither the one-factor model that assumes that all scales refer to one underlying construct (i.e. ‘general well-being’) fits well to the data of both samples nor the hypothesized two-factor model that assumes that two underlying constructs (i.e. ‘burnout’ and ‘engagement’) exist.

The findings of this study suggest that Absorption as well as efficacy may be subsumed under the broader concept of engagement, which consequently leaves only two burnout components: exhaustion and cynicism. The results of this study agree with the cumulating evidence that points to the divergent role that lack of professional efficacy plays as compared to exhaustion and cynicism, which constitute the core of the burnout syndrome (Maslach et al., 2001).
Schaufeli., and Bakker (2003) in their preliminary manual on, *Utrecht Work Engagement Scale* reviews the concept of work engagement and presents the results from psychometric analysis of the Utrecht Work Engagement Scale. Further authors’ review the validity studies of UWES. The psychometric quality of the UWES are reported using a Dutch language database, consisting of Dutch and Flemish studies among different occupational groups, as well as an international database that includes data from various countries.

Llorens., Schaufeli., Bakker., and Salanova (2004) in their longitudinal and experimental study on, *Does a positive gain spiral of resources, efficacy beliefs and engagement exist?* extends previous research on engagement by disentangling the (reversed) causal relationships between work task resources (i.e., time control and method control), personal resources (i.e., efficacy beliefs), and work engagement.

The authors’ throw light on various studies like job characteristics theory, the conservation of resources theory (COR) and Job Demands-Resources Model (JD-R) which emphasize on the motivational potential of job resources.

The present longitudinal study is conducted on a sample of university students in a laboratory setting. More specifically, it refers to “gain spirals”.

The variables in this study were assessed in two different waves with a three-week time lag between each measurement. This design was made to test the existence of a positive “gain spiral” of resources, efficacy and engagement by investigating how these variables are related to each other over time. Two research questions are addressed in this study: (1) do personal resources mediate the relationship between task resources and work engagement? 2) does engagement increase personal and task resources?
Time control was measured with four items adapted from Jackson, Wall, Martin, and Davis (1993) while Method control was measured with four items (Van de Ven & Ferry, 1980). Work engagement was assessed by using the Vigor and Dedication subscales of the Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2002). Efficacy beliefs were measured by 6 items of the Spanish version (Salanova et al., 2001) of the professional efficacy scale of the Maslach Burnout Inventory-General Survey (MBI-GS; Schaufeli et al., 1996)

The data is analysed using structural equation modeling (SEM) and fit indices. The highest test-retest reliabilities were observed for Dedication and Vigor, followed by efficacy beliefs, method control and time control, respectively.

Future research should focus on conducting longitudinal research on gain spiral models in occupational samples from different countries. Moreover, it would be interesting to use a three-wave panel study, which will allow a more rigorous interpretation of causality and reciprocity than a two-wave panel (Burisch, 2002; Rogosa, Brandt, & Zimowski, 1982). Finally, future studies may test the Gain Spiral Model by including collective measures (i.e., collective engagement, collective self-efficacy) using multi-level methodology.

Christian., and Slaughter (2007) in their study on, Work Engagement: A Meta-Analytic review and directions for Research in an emerging area explicates the concept of employee engagement as originally put forward by Kahn (1990) and develops on the literature given by Schaufeli and colleagues (2002). The current study attempts to use meta-analysis to find a) inter-correlations in the various dimensions of Utrecht Work Engagement Scale (UWES) b) correlations between engagement dimensions and burnout dimensions, and c) the relations between engagement and its antecedents and outcomes.
The results of the meta-analysis revealed that all three dimensions of engagement were highly correlated. The strongest mean corrected correlation was between Vigor and Absorption ($M_\rho = .95; 95\% \text{ CI} = .85 -1.0$). The next strongest mean corrected correlation was between Dedication and Absorption ($M_\rho = .90; 95\% \text{ CI} = .83 -.97$), followed in magnitude by Vigor and Dedication ($M_\rho = .88; 95\% \text{ CI} = .84 -.92$).

Further the results indicated that each of the dimensions of employee engagement (Vigor, Dedication and Absorption) were positively related to each of the parameters of job resources (autonomy, feedback, social support and innovativeness) with the overall mean correlations of ($M_\rho = .29; 95\% \text{ CI} = .26 - .32$), ($M_\rho = .34; 95\% \text{ CI} = .30 -.39$) and ($M_\rho = .25; 95\% \text{ CI} = .16 -.33$) respectively.

For the job demand correlates, the confidence intervals for the mean corrected correlations between Vigor and workload and emotional demands included zero, thus these relationships were not significant. Overall, the relation between Vigor and job demands was weak and negative ($M_\rho = -.07; 95\% \text{ CI} = -.14 -.00$). However, because the confidence interval includes zero, this relationship is not significant. Dedication and Absorption was not significantly related to job demands with correlation of ($M_\rho = -.04; 95\% \text{ CI} = -.13 -.04$) and ($M_\rho = .05; 95\% \text{ CI} = -.06 -.15$) respectively.

For self-efficacy, all three engagement dimensions were strongly related, with mean corrected correlations ranging between .71 and .76.

Dedication and Vigor were both positively related to commitment (too few studies existed to calculate the relation between Absorption and commitment). In addition, Dedication was more strongly related to commitment ($M_\rho = .65$) than was Vigor ($M_\rho = .58$). Also, Dedication and Vigor were both positively related to health (too few studies existed to
calculate the relation between Absorption and health). In addition, Vigor was more strongly related ($M_\rho = .38$) to health than was Dedication ($M_\rho = .24$).

The findings indicate that because the high mean corrected inter-correlations of the three dimensions of engagement, it may be advantageous for researchers to score the UWES as a unidimensional composite, rather than as 3 separate scales. An interesting finding was that, demands that require physical energy and effort were significantly negatively associated with Vigor and Dedication. Conversely, cognitive demands, which require mental effort, were positively related to Vigor and Dedication. Future research can address inter-occupational differences in employee work engagement levels as a function of job demands. Although this research supports that Health benefits appear to be consequences of engagement, the direction of causality in this relationship is unclear. It is possible that healthy individuals approach work with more Vigor and Dedication than unhealthy individuals, which would support the argument that good health leads to engagement.

Future researchers can investigate the relation between various individual differences and engagement dimensions. The few studies that have been done indicate that engaged individuals are high in extraversion (Langelaan et al., 2006), and low in neuroticism, irritability, and impatience (Langelaan et al., 2006; Hallberg, Johansson, & Schaufeli, 2006). Motivational trait variables have shown mixed results, as engagement may be unrelated to intrinsic motivation (Hallberg & Schaufeli, 2006), but may be positively related to achievement striving (Hallberg et al., under review) personal initiative, and pursuit of learning (Sonnen tag, 2003).

In addition, future research could use longitudinal methodologies to determine the stability of engagement in individuals over time. Kahn’s has proposed that emotionally
employing the self in tasks requires emotional labour. Future research could investigate whether emotional labour strategies have an impact on individual engagement.

Regarding the consequences of engagement, a pressing need is to identify the relation between engagement and job performance. Academic performance is predicted by engagement (Schaufeli et al., 2002), but no studies report the relation between individual engagement and job performance. There has been much debate over the relations between positive affective and cognitive states like job satisfaction with performance (e.g., Brief, 1998; Judge, Thoersen, Bono, & Patton, 2001). However, because engagement is more proximally related to the work itself than overall job satisfaction (Maslach et al., 2001), it seems to be more clearly linked to task performance. Additionally, engagement is likely to have a positive relation with contextual performance (e.g. Borman & Motowidlo, 1993). Further support of this relation is that emotional exhaustion and organisational citizenship behaviours are negatively related (Cropanzano, Rupp, & Byrne, 2003).

One final suggestion for future research is for more studies that include constructs such as job satisfaction, commitment, and job involvement as predictors in order to determine the incremental validity of engagement with other commonly used indicators of positive work affect and attachment. In order to be certain that engagement is an important construct, further efforts should be made to establish its discriminant validity.

Xanthopoulou., Bakker., Demerouti., and Schaufeli (2007) in their research paper on, *The Role of Personal Resources in the Job Demands-Resources Model* examines the role of three personal resources (self-efficacy, organisational-based self-esteem, and optimism) in the Job Demands-Resources (JD-R)model. The present study is based on the two main assumptions of COR theory. The first is that individuals invest their resources in order to deal with threatening conditions and prevent themselves from negative outcomes (Hobfoll, 1989). Second, individuals not only strive to protect these resources, but also to
accumulate them. Taking the above assumptions into account, the authors’ have identified some common ground between COR theory and the JD-R model.

The authors’ hypothesized that personal resources (1) moderate the relationship between job demands and exhaustion, (2) mediate the relationship between job resources and work engagement, and (3) relate to how employees perceive their work environment and well-being. The present study was conducted among employees of six divisions of an electrical engineering and electronics company in The Netherlands. Hypotheses were tested among 714 Dutch employees. Results showed that personal resources did not offset the relationship between job demands and exhaustion. Instead, personal resources mediated the relationship between job resources and engagement/exhaustion and influenced the perception of job resources.

To conclude, the present study is of importance for the development of job interventions that aim at maximizing engagement and reducing maladaptive exhaustion, contributing to the development of a flourishing and healthy work environment.

The study makes a significant contribution to the theoretical development of the JD-R model because it confirms its central hypotheses, but most importantly expands the model, by specifying, for the first time, the various functions of personal resources within its framework.

Bakker., and Schaufeli, (2008) in their article titled, Positive Organisational Behaviour: Engaged Employees in flourishing organisations emphasizes the need for more focused theory building, research, and effective application of positive traits, states, and behaviours of employees in organisations. Authors’ argue that in order to make a substantive contribution to organisational science, POB will need to show the added value of the positive over and above the negative.
CIPR Certificate in Internal Communication (2008) in their article titled, *How effective are surveys in measuring employee engagement?* reviews the various definitions of employee engagement with focus on attitudes, motivation and communication. The article further throws light on the various drivers of employee engagement and summarises the findings of various employee engagement surveys.

Piia., et.al., (2008) in their research titled, *The Construct Validity of the Utrecht Work Engagement Scale: Multisample and Longitudinal Evidence* investigates the factor structure and factorial group and time invariance of the 17-item and 9-item versions of the Utrecht Work Engagement Scale (UWES; Schaufeli et al., 2002b). Furthermore, the study explored the rank-order stability of work engagement. The data were drawn from five different studies (N = 9,404), including a three-year longitudinal study (n = 2,555), utilizing five divergent occupational samples. Confirmatory factor analysis supported the hypothesized correlated three-factor structure—Vigor, Dedication, Absorption—of both UWES scales. However, while the structure of the UWES-17 did not remain the same across the samples and time, the structure of the UWES-9 remained relatively unchanged.

The UWES-9 has good construct validity and use of the 9-item version can be recommended in future research. Moreover, as hypothesized, Structural Equation Modeling showed high rank-order stabilities for the work engagement factors (between 0.82 and 0.86). Accordingly, work engagement seems to be a highly stable indicator of occupational well-being.

Bhatnagar, (2007) in her paper titled, *Talent Management strategy of Employee Engagement in Indian ITES employees: Key to retention*, investigate talent management and its relationship to levels of employee engagement using a mixed method research
design. In the first phase a survey was conducted on a sample of 272 BPO/ITES employees, using Gallup q12 or Gallup Workplace Audit. Focus group interview discussion was based on reasons for attrition and the unique problems of employee engagement. In the second phase, one of the BPO organizations from the phase I sample was chosen at random and exit interview data was analysed using factor analysis and content analysis.

In the first phase low factor loadings indicated low engagement scores at the beginning of the career and at completion of 16 months with the organization. High factor loadings at intermediate stages of employment were indicative of high engagement levels, but the interview data reflected that this may mean high loyalty, but only for a limited time. In the second phase factor loadings indicated three distinct factors of organizational culture, career planning along with incentives and organizational support. The first two were indicative of high attrition.

A limitation of the research design was a sample size of 272 respondents. Some of the Cronbach’s alpha scores of the subscales of Gallup q12 were low. The strength of the study lies in data triangulation, which was obtained through a mixed method approach, a survey and unstructured focus group interviews. There are theoretical implications for the construct of employee engagement. There seems to be a construct contamination from the fields of employee satisfaction, employee commitment and employee involvement, which is beyond the scope of this paper. Future studies in India may look into this area and construct an independent scale of employee engagement, focusing on the antecedent variables and testing them for theoretical underpinnings.

The present study indicated that a good level of engagement may lead to high retention, but only for a limited time in the ITES sector. The need for a more rigorous employee
engagement construct is indicated by the study. Practical implications for retention in the BPO/ITES sector are discussed.

Wildermuth, Cristina de Mello e Souza, (2008) in their article titled, Engaged to Serve: the Relationship between Employee Engagement and the Personality of Human Services Professionals and Paraprofessionals aims to explore relationships between personality and engagement among human services professionals and paraprofessionals. In particular, the study investigated relationships between the five factor model of personality (FFM) and William Kahn's model of employee engagement encompassing physical (energy, effort), emotional (enthusiasm, pride), and cognitive (concentration, focus) components. The independent variables were five personality traits: need for stability (tolerance to stress, tendency to worry), extraversion (sociability, enthusiasm, energy), originality (imagination, complexity, tolerance to “newness”), accommodation (service orientation, comfort with “not having one's way”), and consolidation (focus, concentration, discipline). These traits were measured by the WorkPlace Big Five ProFile™ or WPB5 (Howard and Howard, 2001). The dependent variable was employee engagement as measured by Bruce Rich's (2006) Job Engagement Survey (JES).

The study sought to answer the following four questions: a) What is the strength and direction of the relationships between the five factors of personality and employee engagement, b) what is the combination of personality trait scores that best predicts engagement, c) what are the differences in employee engagement across the personalities of employees in the three organisations, and d) what are the differences in employee engagement across the personalities and between the paraprofessionals and professionals.

A single survey combining the WPB5 and the JES questions was electronically mailed to 890 human services professionals employed by three social services agencies in the
Midwest of the United States. A total of 420 surveys were returned, with an overall response rate of 47 percent.

The results of the study suggested that two personality traits are significant predictors of engagement: extraversion and consolidation. These two traits were also positively correlated with engagement. Need for stability was significantly and negatively correlated to engagement but not a predictor of engagement (i.e., it was not included in the predictive model of engagement identified by a multiple regression analysis). Accommodation did not significantly correlate with engagement in general, but did interact with professional rank and, thus, contributed to the engagement of professionals and paraprofessionals. While professionals seemed to benefit from a medium accommodation, paraprofessionals had stronger engagement when their accommodation was lower. The last personality trait - originality - was not related to engagement.

This study contributed to the body of literature on engagement by a) adopting Kahn's model of engagement, b) conducting further testing on the JES, c) focusing on human services professionals, and d) selecting a FFM tool specifically developed for the workplace (the WPB5). As a result of the study, leaders within the field of human services and more specifically those leaders whose organisations serve the intellectually disabled community - may gain a better understanding of the impact of personality on the engagement of their employees.

SuanChoo Ling (2009) in his research titled, Factors that influence Employee Engagement: A study of Celestica Malaysia SDN. BHD throws light on the effect that the three independent variables i.e. rewards and recognition, employee development and communication has on employee engagement in Celestica Malaysia Sdn. Bhd. and to determine which of these among the 3 variables is the most effective driver of employee engagement.
A questionnaire was administered on 97 exempt staff of Celestica Malaysia Sdn. Bhd and analysed using SPSS. The data is analysed using reliability measures, Pearson’s Correlation Coefficient and Multiple Regression Analysis. The correlation analysis concluded that all three independents variables are significantly related to employee engagement. Among all three independent variables, employee development is having the most influence on the employee engagement.

It would be beneficial for the future researchers to extend this study in other industries to enhance the consistency of results.

Wilson (2009) in his exploratory study on, *A Survey Of Employee Engagement* measured the overall level of engagement for employees of a public rehabilitation service agency, and the extent to which demographic and work life variables such as gender, office location, job title, and years of service contributed to their levels of engagement. Engagement was examined as a positive social work construct and was compared to the negative concept of burnout (Freeney & Tiernan 2006 & Schaufli, & Bakker 2004). The researcher utilised a cross sectional internet survey to survey 308 employees of a state-wide rehabilitation agency located in the Midwest region of the United States, using a purposive non-probability sampling strategy. She queried respondents to collect data on their levels of engagement in aggregate and anonymous form. Analysis was conducted using t-tests and correlations. Results indicate no significant differences in engagement scores for males and females, for individuals working in rural versus urban office environments, or for years of service in the agency. Participants who supervised at least one other person scored higher than individuals who did not supervise anyone.

Doherty Richard, (2010) in his article titled, *Making employee engagement an end-to-end practice* aims to assist businesses of all sizes in employee engagement, attraction and retention, by demonstrating how fundamental human resources (HR) processes can be
effectively combined with new technologies to make employee engagement an end-to-end practice. Employers know that happy and fulfilled employees are more productive, but attracting and retaining the best talent for a business involves engaging employees in the long term. This paper discusses a range of tactics to help ensure engagement, such as regular appraisals, use of social networking and the efficient recording of employee performance and interests, to best optimize the talent management process.

The paper takes a practical approach. It looks at the basic values of interaction with employees, as well as how best to optimize, streamline and efficiently operate all aspects of employee engagement in order to lead to a more productive workforce with lower churn.

This paper demonstrates how best to engage employees from before a career even begins, right up until it ends. It offers guidance on using the latest techniques and technology to keep employees engaged and motivated. Threading through the paper is the knowledge that even if an employee moves to another company, you may still hold a relationship with them as partners or customers. Employee engagement must therefore be an end-to-end practice.

Motivated and efficient workforces only happen when respect flows in all directions through a business, with transparent processes throughout. This article looks at examples of how the mobile network operator “3” and Rabobank used some of the tactics to reap benefits such as reducing recruitment costs and meeting targets for employee assessments.

Mannelly (2008) in his qualitative phenomenological study on, Managing Highly Engaged or Actively Disengaged Employees: A Phenomenological study of First-Level Supervisors captures the actual personal and professional experiences that influence perceptions of first-level supervisors managing employees who are either highly
committed or are actively disengaged. In-depth interviews with 15 experienced first-level supervisors working in government, large industry, and small business were conducted. Moustakas’s (1994) modified Van Kaam’s method, served as the guide for data collection and analysis. Supervising a highly committed employee was seen by study participants as a paradoxical experience of mixed and contradictory emotions. Participants depicted these actual experiences in 13 themes. In contrast, supervising an actively disengaged employee was an experience lived by the participants as an emotionally charged and challenging time verbalized by the participants in 13 themes.

Thayer (2008) in her study on, *Psychological Climate and its Relationship to Employee Engagement and Organisational Citizenship Behaviours* investigated the relationship among psychological climate, employee engagement, and organisational citizenship behaviours. Brown and Leigh’s measure of psychological climate, Lee and Allen’s measure of organisational citizenship behaviour, and Development Dimensions International’s E3 Survey of Employee Engagement were used to assess these constructs. A correlational analysis determined a positive relationship between psychological climate and employee engagement and organisational citizenship behaviour.

The data did not find a significant relationship between employee engagement and organisational citizenship, as was predicted. The results of this study supported the theory that a healthy psychological climate will increase levels of employee engagement and organisational citizenship.
2.2 Studies related to Performance Management System

Todd., & Tarulli (1998) in their article titled, *Acceptance of peer/upward performance appraisal systems: Role of work context factors and beliefs about managers' development capability* provides insight into acceptance of peer/upward feedback systems, and also furnishes some implications for HR practice when implementing these systems.

The results of the study revealed that, participants' beliefs that ratees can develop their skills following feedback were positively related to attitudes toward the appraisal system. Perceived context variables such as development resource availability, social support, and time demands were related to these development capability beliefs, and to attitudes. Importance of the appraisal dimensions moderated the influence of the development capability beliefs on attitudes, and also contributed to attitudes. Beliefs that raters had adequate opportunity to observe relevant behaviour were also related to attitudes.

Tziner., and Murphy (1999) in their article titled, *Additional evidence of Attitudinal influences in Performance Appraisal* discusses how the attitudes of twenty-nine managers toward performance appraisal and toward their organisation were used to predict differences in mean ratings and measures of discrimination among ratees and performance dimensions. Substantial multiple correlations were obtained for all three dependent variables (between 32 and 46% of the variance in each measure was explained), and several individual correlations were statistically significant. The findings indicate that raters who showed low levels of confidence in the appraisal system, high levels of discomfort, or high levels of instrumental commitment were more likely to provide ratings that were unusually high or that did not discriminate well among rates and/or dimensions. Raters who showed higher levels of attitudinal commitment or who perceived more risks associated with distorting ratings tended to provide lower ratings and to discriminate among ratees and/or dimensions.
Williams., and Levy (2000) in their article titled, *Investigating some neglected criteria: The Influence of Organisational level And Perceived system knowledge on Appraisal Reactions* suggest that examining the factors which influence appraisal reactions is important because these reactions are critical criteria of appraisal effectiveness.

The field study investigated how organisational Level and knowledge of the performance appraisal system may be related to employees' Reactions toward the performance appraisal system. Inferences from past research suggested that supervisory employees' unique perspective on the appraisal system may lead to more positive evaluations. The present study attempted to better explain this relationship by investigating the effect of Perceived System Knowledge (PSK) as a mediator of this relationship. Results revealed that PSK completely mediated the relationship between organisational level and appraisal Reactions.

Andre A de Waal (2004) in the article titled, *Stimulating performance-driven behaviour to obtain better results* focuses on behavioural issues in performance management. The research described in this paper builds on the recent research that identified 20 behavioural factors that has a positive influence on the performance driven behaviour (de,Waal 2002). According to the author both structural and behavioural side of performance management need to be given attention in order to develop a performance driven organisation.

London., Mone., & Scott (2004) in their article titled, *Performance Management and assessment: Methods for improved rater accuracy and employee goal setting* examines the gaps between research and practice in the areas of rater accuracy and goal setting. Prior research has shown that human resource managers may incorrectly believe that training raters to recognize errors will increase rater accuracy and that employee participation in goal setting is more effective than assigning goals. Theory-based research
suggests ways to help raters recognize expected performance and enable employees to self-regulate their pursuit of goals. The study describes applications of these findings to performance management programs and suggest methods for evaluating their effectiveness once implemented.

Compton, (2005) in his article on *Performance Management: Panacea or Corporate Outcast?* reports the findings of the most recent and largest Australian study undertaken to date of performance management systems across industry and government organisations of all sizes and types. The study was conducted by the School of Management at Curtin University of Technology, Perth and the Australian Catholic University (NSW), in association with the Australian Human Resources Institute (AHRI). The findings suggest that the use of performance management systems remain problematic although there are some positive indications, for the first time in this country, of a more strategic approach to performance management.

Harper., and Vilkinas (2005) in their article titled, *Determining the impact of an organisation’s performance management system* explicates the research conducted by an Australian organisation that introduced a performance management system (PMS). The researchers asked employees to comment on their attitudes to the PMS. In addition, key stakeholders, managers and employees were interviewed to determine what they considered the impact of the PMS to have been. The results indicated that those workgroups that were already performing well benefited from the PMS, whereas those that were not had a more negative attitude to the PMS and were less positive about its impact on performance. The stakeholders and managers stated that the PMS had a more positive impact on performance than did the employees. Other successful outcomes as a result of the introduction of the PMS included: increased role clarity, standardisation of performance objectives, increased feedback on performance and the development of more
accurate and relevant performance measures. The study also highlighted the difficulties encountered when evaluating PMS. Both the timing of the evaluation and the measures used need to be carefully considered when designing the evaluation.

Owen., Jones., and Cook (2005) in their article titled, *Evaluating the Early Excellence Initiative: The Relationship between Evaluation, Performance Management and Practitioner Participation* focuses on an evaluation of the pilot implementation of the UK ‘Early Excellence’ programme, designed to improve Early Years services and achieve national impact. As with other ‘New Labour’ programmes, the evaluation approach was based on addressing the relationship between ‘context, process and outcome’; to facilitate this, nationally defined indicators were adopted through collaboration between a national evaluation team, local evaluators and local practitioners.

This approach left considerable scope for interpretation and participation by local evaluators and practitioners, as they engaged in data collection and analysis. However, two major shifts later undermined the original scope: first, a shift from evaluation to performance management, and second, a shift from central practitioner participation to marginal practitioner involvement.

In conclusion, the authors’ note the parallels and contrasts between this experience and others in UK public services, and propose some general learning points for similar evaluation initiatives.

Andre´ A. de Waal (2007), in their article titled, *The effect of performance management on the organisational results of a bank* aims to identify the impact and workings of a new performance management system in a branch of a national bank. Performance data of the branch, before and after introducing a new performance management system, were collected and the results of actions taken by managers in the commercial divisions of this
bank, to improve performance management, and the results of their responsibility areas were observed. The striking issue in this case study is the different effects the introduction of the new performance management system had in the two commercial divisions of the bank branch. However, only the Private Clients division improved its results significantly while those of the Business Clients division only improved slightly. After analysis, it turned out that this difference was due to the way the new system was used. The divisional manager of the Business Clients division paid virtually no attention to the behavioural factors of importance to the successful implementation of performance management, with detrimental effects.

During the implementation of a performance management system an organisation has to expressly pay attention to fostering and improving the behavioural factors of performance management, in order to increase the chance of successful implementation and use of the system.

This article describes the results of a study that explored the impact and working of a new performance management system in a branch of a bank, and thereby sheds light on the important role behavioural factors play in the successful implementation and use of performance management.

The main limitation is that the research concerns a case study in which only one fairly small organisation has been the subject of investigation. Whether the same effects of performance management can be found in other, bigger organisations remains to be studied.

Bernthal., Sumlin., Davis., and Rogers (2007) in their research on, *Performance Management Practices Survey Report* aims to investigate organisations’ current performance management practices and determine which system characteristics or
qualities influenced effectiveness and predicted success. The study, based on survey results from 88 of the HR Benchmark organisations, was designed to establish a general profile of each organisation’s performance management system as well as address four main areas:

2. CEO ratings of the effectiveness of their organisation’s performance management system in relation to areas such as improving financial performance, developing organisational talent, and driving the organisation’s strategic plan.
3. Overall system effectiveness.
4. Each system’s impact on business, the organisational culture, and customer satisfaction.

Rooney., Gottlieb., and Newby-Clark (2008) in their research paper titled, How support related managerial behaviours influence employees: An integrated Model, aims to examine a model of the psychological processes that mediate the impact of managerial supportive and unsupportive behaviours on employees’ job related attitudes and strain. The employees who participated in the online survey were asked about their managers’ support and attitudes toward various aspects of their jobs. The results of the structured equation modeling conducted on the responses to the online survey of employees working in a human services organisation, revealed that perceived Job autonomy and perceived manager sentiment explained the relationship between managerial behaviours and job satisfaction, job strain and turnover intentions.

Pittman, (2003) in her research study on, Antecedents and Consequences of the Feedback Environment, examines possible antecedents and consequences of feedback environment. The feedback environment focuses on informal feedback rather than the feedback associated with formal performance appraisals. Organisational learning culture, transformational leadership, and supervisor emotional intelligence were hypothesized to
have a positive impact on the feedback environment. Regression analysis showed that theses antecedents lead to favorable feedback environment. Further the feedback environment was hypothesized to influence employees’ participation in self development behaviours by increasing self-determination. The results of this study contribute to the existing literature by identifying organisational characteristics that influence the work environment surrounding feedback.

Whitaker (2007) in the research study on, *Explicating the links between the feedback environment, feedback seeking, and Job performance* assumes that the organisations feedback environment interacts with trait goal orientation to influence feedback orientation, and thereby influencing the extent to which one engages in feedback seeking behaviour. In addition the current study assessed the mediating influence of role clarity on the feedback seeking/ job performance link and the moderating effects of the social skills on the feedback seeking/ role clarity relationship. The finding of the study supports the proposed model. Moderator analysis indicated that learning goal orientation and performance-avoid goal orientation moderated the feedback environment/feedback orientation link. Results of the facet level analysis demonstrated that supervisor feedback quality accounted for more variance in utility, accountability and social awareness than any other feedback environment sub dimension, whereas coworker feedback quality accounted for more variance in utility and social awareness.

Waldersee., and Luthans (1994) in their research study on, *The impact of Positive and Corrective Feedback on Customer Service Performance*, explicates the results of the quasi-experimental field design study which compared the effects of positive verses corrective feedback. The theoretical and practical implications for both performance and non-performance results are discussed.
Steelman., and Rutkowski (2004), in their research on, Moderators of employee reactions to negative feedback reiterates that earlier studies on negative feedback have shown that negative feedback even when provided for developmental purposes is not perceived to be useful, results in negative reactions and is not associated with the recipient’s willingness to change his or her behaviour. This study examined the extent to which contextual variables mitigate these unwanted effects of developmental unfavourable feedback. Results indicate that employees are more motivated to improve their job performance based on unfavorable feedback when the feedback source is perceived to be credible, the feedback is of high quality and the feedback is delivered in a considerable manner.

Mc Donald (1997) in his research on, Intention to use Feedback in Single and Multisource Performance Appraisal Systems, examines the mean differences in perceptions about feedback accuracy and the intentions to use performance appraisal feedback to improve work performance. The feedback is examined from supervisor, averaged feedback of supervisor and subordinate, and separate feedback from supervisor and subordinate. Organisational variables such as organisational constraints and support for continuous improvement are studied. The results of the study indicated that both perceived feedback accuracy and the capacity to improve had direct effects on intention to use feedback to improve work performance.

DeGregorio., and Fisher (1998, Dec) in their research on, Providing performance feedback: Reactions to Alternate Methods assesses the subordinate reactions to the four different feedback methods. Method one was unilateral top-down feedback. Method two was supervisory feedback with subordinate participation in the discussion. Methods three and four involved a self-appraisal instrument completed prior to a participative performance discussion. In method three the self-appraisal was not explicitly discussed, whereas in method four it was the main part of the discussion. All participative methods
tended to result in more positive subordinate perceptions than the unilateral method but no one particular participative technique was consistently superior. The appraisal methods had no differential impact on post-feedback performance.

Drake, Jeffrey, and Salter (2007), in their study on Empowerment, Motivation and Performance: Examining the impact of feedback and incentives on non-management employees, throws light on the effect of performance feedback and performance based rewards on three psychological dimensions of empowerment. Further the study investigates whether predictions validated on surveys of managers also is applicable for lower level workers. The results of the study suggest that feedback and rewards affect the dimensions of empowerment differently for lower level workers than they do for managers.

Kaymaz (2011), in his research article on Performance Feedback: Individual Based Reflections and the Effect on Motivation explicates that there is enough scientific research which proved the positive effect of performance on motivation. The common idea is that performance feedback improves the technical and behavioural effectiveness of employees which then reflect on the job motivation. Around this idea, performance feedback effect motivation via reducing the performance ambiguity, improving the manager-subordinate relationships, making easier to achieve goals, supporting the personal development and adapting to change. In this article, the effect of performance feedback on motivation is examined around this stated five different variables. The research result indicated that, reducing performance ambiguity has a positive effect on motivation.

Millward, Maxwell and McDowell (2010), in their research paper on, Catch me if you can: A psychological analysis of managers' feedback seeking aims to locate managerial feedback seeking in a self-regulation model in which self-motivational considerations are uppermost. It seeks to use a qualitative psychological approach to address the question of
when, what, how from whom and why is feedback sought in a performance contingent managerial setting.

Using Kelly’s Repertory Grid Technique, ten managers reflected systematically on their feedback seeking in an organisational context. A grounded theory framework was used to identify higher order cross-case constructs.

The findings of the study indicate that, managers sought performance feedback when they perceived uncertainty and difficulty in the pursuit of their managerial functions and were reminded of their need to develop their management skills. Consistent with the instrumental model, feedback seeking was highly goal-oriented and self-affirmative in pursuit of increased managerial competence. However, the findings that adds most to the understanding on both an empirical and theoretical level is in showing how managers sought their feedback remotely, and from largely external sources, to reconcile development needs with self-protective considerations (i.e. image and ego-costs) in relation to subordinates and peers. These findings have implications for understanding feedback seeking as a multi-dimensional highly self-motivated process. The paper’s findings linked with previous work indicating potential for hypothesis generation and theoretical development. Questions were raised about whether managers feel able to seek performance feedback for learning and development purposes, without feeling threatened in their capability and worth as managers. The paper argues that the environment most conducive to feedback seeking is one in which managers feel “psychologically safe” rather than defensive about their capability.

Renn., and., Prien. (1986-1998) in their field study on, Employee responses to performance feedback from the task: A field study of the moderating effects of Global Self-Esteem examines the moderating effects of global self-esteem on the relationship between performance feedback from the task and several work attitudes and behaviours.
As predicted SE interacted with the frequency of performance feedback from the task to account for significant amounts of additional variance in job performance, general job satisfaction, absenteeism and job search intentions. Specifically low SE’s had low performance, absenteeism and job search intentions than high SE’s in relations to frequent performance feedback from the task. High SE’s reported greater job satisfaction than low SE’s in response to frequent task-derived performance feedback.

Atwater., Waldman., David., and Brett. (2002) in their article titled, *Understanding and optimizing Multisource Feedback*, integrates the most recent research on multisource feedback. The first part of the article summarises the research on assessing the effectiveness of feedback for changing behaviour and self-awareness. The article further addresses the factors that can influence responses to multisource feedback and suggest potential reactions that individuals may have to feedback, and the outcomes other than performance improvement that may result. The article further provides suggestions to help managers get the most from the feedback process.

Jawahar (2006) in this study on, *Correlates of Satisfaction with Performance Appraisal Feedback* investigates potential predictors and consequences of satisfaction with appraisal feedback. Survey responses from 112 employees were matched with their performance ratings from two different appraisal periods to test specific hypotheses. Results indicate that satisfaction with rater and previous performance ratings influence employees’ satisfaction with appraisal feedback. Satisfaction with appraisal feedback was positively related to job satisfaction and organisational commitment and negatively related to turnover intentions. Supervisory status moderated the relationship between satisfaction with appraisal feedback and subsequent performance such that the relationship existed only for supervisory employees who, in addition to receiving feedback about their own performance, also provided feedback to their subordinates.
Jawahar, (2006) in this longitudinal study titled, *An investigation of potential consequences of satisfaction with appraisal feedback*, predicts a positive relationship of performance feedback with job performance, job satisfaction, satisfaction with manager, organisation commitment, commitment towards manager and negative relationship with turnover intention. The data is collected from 256 employees of a software development organisation in USA. The data collected is analysed using mean, SD, Correlation and Regression. The results of this study indicate that the extent to which ratees are satisfied with the performance feedback, benefits the ratee, the rater and the organisation. Further the findings suggest that the impact of reactions to appraisal feedback extend beyond the appraisal context to valued attitudes and behaviours.

Gosselin., Werner., and Halle, (1997) in their research on, *Ratee preferences concerning performance management and appraisal* presents the results of the survey conducted with 256 employees for ratee preferences concerning seven performance management and appraisal issues. Research questions were formulated on appraisal source, feedback issues and the performance management process. Results indicated that the subjects most trusted their immediate supervisors as an accurate source for their appraisal and that they preferred having prior knowledge of their supervisors expectations, receiving ongoing informal feedback throughout the appraisal period, and receiving formal appraisal at least twice a year. Subjects expressed preferences for developmentally oriented appraisals that were based mostly on the results of work. Preferences were not moderated by rater experience or gender.

Gupta., Govindarajan., and Malhotra. (1999) in their paper on, *Feedback-Seeking behavior within multinational corporations*, aims to study the impact of subsidiary task and organisational context on the feedback-seeking behaviour of subsidiary presidents. The data is collected from 374 subsidiaries of 75 MNC’s.
Williams, and Luthans. (1992) in their research on, *The impact of choice of rewards and feedback on task performance: Summary*, discussed a laboratory experiment (N=241) which tested two hypotheses that choice of rewards will have a positive impact on task performance and that choice will lead to arousal as measured by reaction speed. The role that feedback information concerning that the subjects were being rewarded for performance on a prior task was also examined. The results revealed that choice and choice interacting with feedback were related to performance but the choice had no impact on arousal. Self Determination theory may be used to help interpret these findings. The choice and feedback are non-controlling and informational to recipients which may increase perceptions of competence and self-initiative with an accompanying increase in intrinsic motivation to perform well on a task.

Rich, (2008), in her research on, *Becoming the Boss Whisperer: An examination of the relationship between employee follower behaviours and supervisor satisfaction with employee performance* throws light on the existence and extent of any relationship between a supervisor’s perception of a subordinate’s display of courageous follower behaviours and the supervisor’s perceived satisfaction with that subordinate’s performance. It fills the gap in the literature between the theory-based aspirational employee behaviours and impact on the person whose perception greatly affects the employee’s career. The research used *The Follower Profile* survey instrument developed by Dr. Gene Dixon to conduct a web-based, non-experimental quantitative study of supervisors. Supervisors assessed the extent to which employees display courageous follower behaviours and their level of satisfaction with the performance of those particular employees. There was a positive correlation between supervisor satisfaction with performance and each of these behaviours. Further, over half of the performance score was explained by the courage to assume responsibility, particularly by taking initiative.
By understanding the impact of employee follower behaviours on supervisor satisfaction with performance, employees will have greater understanding into the relationship between their follower behaviours and supervisor satisfaction with their performance. This understanding will allow employees to make better informed decisions about their behaviours in the event that they wish to modify their behaviours to improve supervisor satisfaction of their performance. It will also help supervisors and employing organisations better focus training and communication efforts to enhance the effectiveness of the employee-supervisor relationship, as well as organisational effectiveness overall.

Newman (2008) in his qualitative study on, Effects of Employee Performance Management on Employee Learning and Development within Banks in Nigeria applied a systematic grounded theory approach to explore the effects of employee performance management on employee learning and development within the Nigerian banking industry. Non-probability purposeful quota sampling yielded 29 one-on-one interviews with heads of human resources and officers with bank-wide responsibilities for employee performance management and employee learning and development drawn from 12 banks (50% of the industry as of June 2008). Two levels of one-on-one interviews with 27 officers of 10 banks, word transcription of the interview responses per participant, integration of the transcribed responses by common bank and validation of integrated interview transcripts per bank yielded the primary data.

Application of the qualitative data analysis software, NVivo7 in primary data analysis generated themes and patterns of practice, which indicated that effects of employee performance management on employee learning and development are (a) assessment of employee leadership capabilities or potentials, (b) validation of employee’s job role competencies, and (c) derivation of employee learning and development needs. The study
proposed the integrated employee performance management as a phenomenon that could lead to generation of a new theory.

Grace-Rowland (2008) in his exploratory study on, *Dimensions of Mentoring Relationships in the Workplace: A Holistic Perspective* analysed the lived experience of those involved in mentoring relationships within a formal mentoring program in a corporate context. The researcher looked for rich detail about the nature of the relationship from the perspective of the mentor and mentee. To achieve a holistic perspective, the experience of organisational managers was deliberately included in the research. Exploration of this triadic relationship of mentor, mentee, and organisational manager has been neglected in the empirical literature. An exploration of where meaning intersected and diverged among the triad relationship members gave depth to the dimensional frame. Findings suggested that the lack of a holistic approach to mentoring in the workplace may be creating counterproductive mentoring participant behaviours. Values misalignment may be creating cultural miscues that potentially misdirect mentoring program design and policies. Findings pointed to the need for increased integration of mentoring, leadership development, cultural transformation, and organisational learning initiatives in order to better serve the aims of the corporation and increase the capacity of the workforce. Grounded theory dimensional analysis was employed to discover the dimensions of mentoring important to participants.

Open-ended interview techniques allowed the participants to express their experiences in their own words. A research team experienced in the tools and techniques of this research approach collaboratively analysed the data. As theoretical propositions emerged they were explored via a theoretical sampling method. The basic social process of mentoring among the three members of the mentoring triad and other human and non-human actors was illustrated. Metaphorical and theoretical models were developed that illustrated the
participants’ perspectives on the interrelated and interdependent parts of the ancient human activity system we call mentoring.

Mansori, in her study on, *Determinants of Performance Management System in South East Asia* aims to identify the relationship between determinants influencing the implementation and effectiveness of performance management system (PMS) in South East Asia.

This study specifically examines organisational factors influencing PMS as well as effectiveness of the system. A total of 123 questionnaires were distributed to academic members across a higher education institution. Factor analysis was conducted using Principle Component Analysis (PCA) technique to identify the construct validity of factors influencing PMS and descriptive statistics was used to examine the effectiveness of PMS. Pearson correlation method was used to determine the relationship between organisational factors and effectiveness of PMS. The results of the study demonstrated that three organisational factors influenced PMS and its effectiveness at a moderate level. In addition, among the three organisational factors, performance oriented culture (POC) has the strongest relationship with effectiveness of PMS.

Webb and Schulz (2010) in their paper on, *Factors affecting Goal Difficulty and Performance when employees select their own performance goals: Evidence from field*, examine factors influencing the difficulty of self-set goals and performance in a setting where employees were able to choose their performance goal from a menu of three choices established by management. Rewards for goal attainment were increasing in the difficulty of the goal. Authors’ develop a behavioural model of the factors expected to affect employees’ goal choices and performance. Anticipated influences on goal difficulty include employees’ impression management intentions, past performance, experience, and prior eligibility for rewards. To test the Hypothesis that performance is related to goal
difficulty, the authors’ have used a unique combination of archival and questionnaire data from 476 employees at several call centres of a financial services company. The difficulty of self-set goals is negatively associated with employees’ impression management intentions; employees with better past performance set more difficult goals; and both prior performance and goal difficulty are positively associated with current period performance. The supplementary analysis examined the extent to which employees selected attainable goals and the impact this had on performance.

Frink, and Ferris (1998) in their article titled, *Accountability, impression management, and goal setting in the performance evaluation process* reviews the past research on accountability, impression management, goal setting, and performance evaluation. The authors’ suggest that accountability conditions may influence whether goals are used for impression management or performance-directed purposes. Goal theory and research suggest that goals typically are performance-directed, resulting in elevated performance under certain conditions. Alternatively, impression management theory might imply that goals may not always be performance-directed, and the goal-performance relationship may be decoupled in such cases. Accountability is proposed as influencing this relationship in addition to main effects on how people approach tasks. Two studies tested notions of how accountability influences task approaches and goal uses: a laboratory experiment with university students, and a field study of telemarketers. Convergence of results indicates that participants approached tasks and set goals differently according to accountability conditions. Furthermore, the goal-performance relationship differences reflect the use of goals for performance-directed purposes under low accountability, and for impression-management purposes under high accountability (with no goal-performance relationship), as predicted.
Schnake and Daniel (1985) in their study on, *Effect of two Goal-Setting dimensions on Perceived intra organizational Conflict* attempt to assess the effects of goal setting upon intra organisational conflict. Non-supervisory employees of a large utility were administered a questionnaire containing measures of task goal attributes, perceptions of inter and intradepartmental conflict, internal work motivation and intrinsic job satisfaction. Results suggest that task goal attributes do influence perceptions of intra organisational conflicts. Higher levels of goal difficulty and goal clarity were found to be associated with lower levels of both intra and interdepartmental conflict. A significant interaction effect for goal difficulty and clarity on interdepartmental conflict suggests that individuals who have challenging goals experience lower interdepartmental conflicts when goals are clear and specific than when goals are ambiguous. Individuals who have goals that are not challenging experience higher interdepartmental conflict when goals are ambiguous than when goals are clear and specific. Results further suggest that increasing levels of both types of conflict reduced both internal work motivation and intrinsic job satisfaction.

Eran and Larisa (2007) in their article titled, *Goal Setting Theory, Job Feedback, and OCB: Lessons From a Longitudinal Study* examines the relationships among goal setting, job feedback, and employees’ formal and informal performance. Authors contemplate that the knowledge gained in the field of goal setting may be useful in understanding organisational citizenship behaviour (OCB), beyond formal performance. A longitudinal design based on two points in time (T1, T2) and four research stages (A-D) was developed to test a series of hypotheses among student-employees. 176 participants provided data on goal setting (goal specificity and goal difficulty) and on work attitudes (job satisfaction, organisational justice, job commitment) at T1 (stage A). 23 supervisors provided additional data on formal
performance and OCB at T1 (stage B) and at T2 (stage D). Employees were given feedback regarding their formal and informal work performance between T1 and T2 (stage C). The results generally support a positive relationship between goal setting, formal performance, and altruistic OCB at T1 but not at T2. Furthermore, job feedback was related to formal performance and to altruistic and compliance OCB at T2. Implications of these findings are discussed in both the context of goal setting theory and the ongoing study of OCB.

Coleman (2009) in his study on, *Recommendations for implementing performance management systems in organisations* reviews the common issues encountered with PMS, and provide recommendations for implementing a PMS within an organisation. It is seen in past research that though the terms Performance Appraisal and Performance Management have been used interchangeably to describe the same process, yet there are important differences between the two systems. Performance Appraisal involves rating the past performance of the employee and setting new performance objectives, whereas Performance Management uses past performance as a platform to improve future performance. A Performance Management System (PMS) benefits the organisation by ensuring that the day-to-day activities of employees are aligned with, and promote the organisations’ goals. The employee benefits by having regular feedback on performance and being provided with development opportunities to improve their performance. A critical aspect often overlooked is that not only goal achievement is important, but how the goal was achieved is equally important, aspect of corporate responsibility.

It is unrealistic to expect that when a PMS is implemented, employees will immediately be motivated to perform better, and any performance issues (perceived or real) will be immediately resolved. To realise the full potential benefits from the PMS, the organisation must be prepared to invest resources to ensure that the employees and managers “own”
the system, otherwise it will be treated as a compliance activity and neither the employees nor the organisation will benefit from the system. No PMS will ever be perfect or complete, and as the organisation evolves, so must the PMS evolve with the organisation.

Muciiri (2007) in his article titled, *Goal Communication and Commitment as Critical Elements to Strategy Implementation* examine an important aspect of strategy implementation: the process whereby strategy is translated into a goal focusing on how that goal is communicated across vertical organisational boundaries and how commitment to it is obtained at various organisational levels. The research was exploratory in nature and was conducted in ongoing Institution of Higher Education. A conceptual model that postulated the relationship between the goal communication and commitment processes and various factors that influence those processes was developed and used. The research found eight new factors that influenced goal commitment, verified several previously documented commitment factors, and identified how managers can enable or inhibit communication of important goals. The principal finding was: Goal communication and commitment were enhanced when managers used organisation’s formal and informal processes in concert to support the goal. Communication of a goal and commitment to it were also influenced by: how organisational members perceive senior managers’ commitment to the goal, the content of the goal, the importance of the goal to the organisation, the appropriateness of the formal processes for the goal, and the way the informal processes reinforce, explain, and clarify the formal processes. One single management process is insufficient to cause goal communication and commitment. The principal implication of the research is that communication of a goal and securing commitment to it is a management imperative. Managers must manage by taking deliberate action to persuade organisational members of their commitment throughout the organisation.
Srivastava, and Rangarajan (2008), in their article on, *Understanding the salespeople’s “feedback-satisfaction” linkage: what role does job perceptions play?* aims to highlight the important role played by supervisory feedback on the job satisfaction experienced by salespeople. In order to address this issue, it seeks to argue that job perceptions (job challenge and job involvement) will mediate the feedback-satisfaction linkage. Self-administered questionnaires were distributed to 250 retail automobile and truck salespersons working at 50 dealerships in a major south western metroplex (five salespeople from each dealership were randomly selected for contact). A cluster sampling procedure was used to identify metropolitan statistical areas (MSAs) with at least two or more dealerships; dealerships were then randomly chosen from the MSAs. Items used to develop the variables were measured using seven-point Likert-type scales. Respondents’ level of agreement or disagreement with each statement was assessed.

The findings suggest that supervisors could enhance the already strong link between positive feedback and job satisfaction by associating such feedback with job challenge and job involvement. Such a linkage could serve to enrich the supervisor’s feedback, shifting it from the domain of simple “pats on the back” toward supervisor-initiated development.

Some of the limitations of the paper could be that the nature of the sample makes it difficult to generalize results to sales forces in other industries. The predominance of men in these sales positions, though quite representative of the automobile industry, might obscure any gender-related issues in feedback research.

Linderbaum and Levy (2010) in their research on, *The Development and Validation of the Feedback Orientation Scale (FOS)* emphasize on, how effectively using performance feedback in a way that addresses individual differences can be a competitive advantage to support engaging work environments. Given the impact of the feedback recipient on the
feedback process, it is important to understand individual differences in how people respond to feedback. Feedback orientation, a construct proposed by London and Smither, is an individual’s overall receptivity to feedback. The current research developed and validated a multidimensional measure of feedback orientation. This new instrument will be a valuable tool for researchers and practitioners to better understand individual differences in the feedback process.

Dossett and Greenberg (1981), in their research titled, *Goal Setting and Performance Evaluation: An Attributional Analysis* considered the effect of goal setting on supervisors’ evaluations of employees’ performance and the causes attributed to that performance. Results indicated that attributional distortions were greater in the assigned than in the participative or self-set goal conditions. Supervisors rated the workers who actively participated in Goal Setting as significantly higher in performance, ability, effort, and goal commitment as compared to the low rating given by supervisors on the workers who showed low participation in goal setting.

Brian, (2001), in his thesis titled, *Mentoring: An examination of the mentoring construct from the perspective of protege using the Act Frequency Approach* examined the mentoring construct from the perspective of protégé using the act frequency approach. The objectives of this research were to clarify the roles of mentoring by using the act frequency approach, and to determine which mentoring behaviours are most important in order to incorporate them in a new scale of mentoring and then to attempt to validate the scale. The act frequency approach is a methodology developed by Buss and Craik (1980, 1981, 1983a). It is method for revealing the natural cognitive categories which are used to classify behaviours. This approach has three phases. The first phase is the nomination of acts that represent a behavioural category. The second phase is the identification of prototypical acts. The third phase is the measurement of act frequencies. The result is a
well-grounded measure of behavioural category. The act frequency approach is useful in better understanding the construct of mentoring since it is based upon the actual experiences of people in the workforce.

Thirty-six behaviours were identified by protégé as important to the construct of mentoring. Two scales of mentoring were created: a 30-item scale, and a 23-item scale. Nine roles of mentoring were identified by junior managers who have been mentored: feedback, integrity, openness, professional growth, encouragement, support, knowledge, coach, and career and goal attainment. Of these nine, roles, the roles of integrity and knowledge were viewed as important by junior managers who have been mentored.

Lisa Kahle-Piasecki, (2011), in the research on, *Making a Mentoring Relationship Work: What is required for Organizational Success* dwells on the history of the mentoring, the use of mentoring in the traditional learning environments of apprenticeship programs and teacher retention and its use in organizations to increase knowledge and improve performance. This research discusses why mentoring works through the theory of social learning and explores methods to use in matching individuals for a successful mentoring relationship. The paper explicates the past research on distinguishing features of formal and informal mentoring programs.

By considering the traditional uses of mentoring for learning and understanding why mentoring works by considering social learning theory, business organizations can use the mentoring concept for learning as a performance improvement and performance management intervention.

The findings of this study indicate that mentoring programs in organizations can be helpful in improving performance and transferring knowledge, and lead to higher job satisfaction and retention of employees, resulting in higher business productivity.
Karallis, and Sandelands, (2009), in their research paper on, *Making mentoring stick: A case study* seeks to provide a case study of the mentoring process within Kentz Engineers & Constructors. The paper reflects the experiences of those leading the mentoring process within Kentz with insights extracted from a process of action, reflection and live experimentation. The mentoring process analysed is unique to Kentz Engineers & Constructors, drawing on lessons from the broader literature. However it is seen that Published papers from the construction industry are rare in comparison with other market sectors.

The findings of the paper indicate that mentoring is effective in the early stages of careers, but that care needs to be taken to ensure that organization-wide mentoring programmes achieve their objectives. The findings are based on the experiences of one company and further research would be needed in order to generalize from these findings.

Leck., and Robitaille (2011) in their research titled, *Psychometric properties of the Behavioral Trust Inventory for Measuring Trust in Mentoring Relationship* aims to examine the psychometric properties of the Behavioral Trust Inventory (Gillespie, 2003) for a sample of senior level women. The Behavioural Trust Inventory includes 10 items designed to measure two dimensions (Reliance and Disclosure) of people’s willingness to be vulnerable in work-related relationships. Reliance measures willingness to rely on other people’s abilities, skills, judgment, and knowledge and Disclosure measures readiness to share privileged information with others. The factor structure (confirmatory factor analysis) and internal consistency of the scale were examined for a sample of 222 women. The confirmatory factor analysis revealed acceptable fit indices for the 2-factor structure similar to the original one. Cronbach’s alphas were high for both dimensions of trust (Reliance = .84 and Disclosure = .76). The Behavioral Trust Inventory appears to be a psychometrically sound instrument for use in research on trust in mentoring relationships.
The role of trust in mentoring relationships is an area of research that warrants to be further studied.

Sizer (2008), in this correlational field study on, *The Effects of Mentoring on Job Satisfaction among Military Academicians* examined the effect of mentoring relationships on job satisfaction and examined faculty member’s perceptions of the effectiveness of the mentoring relationship. Many factors cause faculty members to leave the field of academia, and the cost to replace employees is expensive. Mentoring relationships relates significantly and positively to job satisfaction. By understanding the protégés perception of the mentoring relationship, organizations can find ways to improve the employee’s performance, thus assisting organizations to maintain a competitive advantage. The sample used for this study was military and civilian faculty located at the United States Air Force Academy. Of the 614 solicited participants, 176 responded for a response rate of 29%. Findings suggest that faculty members with mentors have higher levels of job satisfaction than faculty members without mentors. The perceptions of protégés with regard to the effectiveness of the mentoring relationship on job satisfaction did not reveal significant results.

Okurame, (2008), in his research paper on, *Mentoring and preferences: a diagnostic survey for equal mentoring opportunity* examines mentoring experiences and preferences aimed at creating equal mentoring opportunity for male and female employees in the Nigerian work setting. Data were obtained from 140 randomly selected managers (70 males and 70 females).

Results revealed that mentoring occurrence is entirely informal and more males compared to females served as mentors. Respondents commonly reported and preferred career related benefits of mentoring. An examination of preferred mentor gender indicated a significant relationship between gender of respondent and that of preferred mentor and
protege. Concern for positive interaction reflects frequently mentioned reasons for this preference among men and women. The preferred qualities of a mentor often cited by respondents were those which enable a mentor to deliver career functions while reverence was the most mentioned protege quality. The distribution of male and female respondents differed on some of the preferred qualities. Though based on a self-report instrument, findings imply that mentoring preferences of males differ from those of females, a training and policy intervention should be considered to enhance delivery of mentoring and create equal opportunity for male and female employees. Mentoring is currently being canvassed as a mandatory human resource tool in the Nigerian work setting. Empirical guidance on fostering the relationship in ways that create equal opportunities for male and female employees however, remains elusive due to a lack of research in this direction. This study narrows this gap in literature and contributes empirical information that equips management to better deal with the gender issue in mentoring. Beyond the Nigerian environment, it serves as a basis for advancing equal opportunities in mentoring, especially for Africans.

To conclude since Mentoring serves as an important tool of performance management, future research in this direction should focus on mentor preferences and its impact on the level of employee engagement at workplace.

Connie., Wanberg., Kammeyer-Mueller., and Marchese, (2006), in their study on, *Mentor and protégé predictors and outcomes of mentoring in a formal mentoring program*, examine the predictors and outcomes of mentoring received by participants of a 12-month formal mentoring program. Based on relationship theory, researchers’ examined how the personality of the individuals in the mentoring dyad, their perceived similarity, and mentor perceived support for mentoring contributed to relationship outcomes. The study includes data from both mentors’ and protégés at the program launch, midway through the
program, and at program close. Mentor proactivity was related to more career and psychosocial mentoring; protégé’s perceptions of similarity to the mentor was related to more psychosocial mentoring. More mentoring was related to positive protégé and mentor outcomes, including improved protégé career clarity over the duration of the study.

Walters., Eddleston., and Simione, (2010), in their research study on, _Satisfaction with mentoring relationships: does gender identity matter?_ throws light on the effects of gender identity on protege´s’ satisfaction with mentoring relationships. More specifically, it aims to investigate whether or not a protégé’s feminine or masculine identity, by virtue of emphasizing different criteria, roles, and preferences, impacts his or her satisfaction with the performance of a mentor. Managers and/or professionals, identified by in-career MBA students at large universities in the East, completed surveys to assess relationship satisfaction as a mentoring outcome.

The results of this study indicate that masculine protégé’s, who strongly identify with their career roles, report being more satisfied with mentors who provide career development support. Conversely, feminine prote´ge´s, who measure career success using socio-emotional-based criteria, report being more satisfied with mentors who provide psychosocial support.

The study is limited in its generalizability due to the type of sample studied. The sample consisted of managers from a variety of male-dominated occupations. In addition, since the data were self-reported on a single survey, common method bias may also be an issue. Despite limitations, the study implies that assessment of gender identity and related skills can provide organizations with more effective guidance and matching of mentors and prote´ge´s to maximize perceived satisfaction on the part of the prote´ge´.
Although many studies have investigated a variety of factors that affect mentoring, few have examined the influence of gender identity on the functioning of the relationships.

Betts., and Pepe, (2005), in their research on, *The Value of Mentoring: A Five-Factor Framework*, explicate that Mentoring in business has gained significant popularity in professional practice and attention by academic researchers. Those who study mentor/protégé relationships have concluded that mentors provide psychosocial and instrumental career support for protégés. In this study the researchers’ look beyond the types of support and address the outcomes associated with the mentor/protégé relationship. The results of a cross sectional survey show five distinct outcome associated with mentor/protégé relationships: success, awareness, advancement, attitudes and behaviours. The survey also reveals differences in perceived value of mentoring between those who have mentors and those who do not, those who are involved in mandatory and voluntary mentoring programs and gender based differences.

Haynes., and Ghosh (2008) in their research study on, *Mentoring and Succession Management: An Evaluative approach to strategic collaboration model* dwell on the application of a systems-oriented evaluation methodology to the strategic collaboration model. The strategic collaboration model is used to guide the development of mentoring-centered succession management program. The study focuses on providing a contextual discussion of mentoring and the model, and offer questions to assess the effectiveness of programs using the strategic collaboration model.

Siegel., Shelton., and Omer (1994), *The mentoring relationship within a regional public accounting firm* focus on comparing the formal and informal public mentoring systems within a regional public accounting firm. The comparison is made at several organizational levels within the firm using a grounded theory approach. Significant differences were found at most levels. The results indicate a greater preference for the
formal mentoring system as compared to the informal system at the lower levels of the organization. At the upper organizational levels, however, a significantly higher level of preference was indicated for the informal mentoring system. Comments by the respondents revealed that there was a greater level of communication and trust under the informal approach. The research lends support to the argument in favour of an informal mentoring system and indicates that a formal system may have only limited usefulness in regional public accounting firms.

Boswell., and Boudreau (2000) in their paper on, Employee satisfaction with performance appraisals and appraisers: The role of perceived appraisal use investigates how perception of performance appraisal use relate to employee satisfaction with both appraisal and appraiser. The research brings renewed support for the importance of individual development in the performance appraisal process.

Olsen., Zhou., Lee., Yoke-Eng Ng., Chong., and Padunchwit (2007) in their research paper titled, Performance measurement system and relationships with performance results: A case analysis of a continuous improvement approach to PMS design aims to address an important gap between the normative view of an integrated performance measurement system (PMS) design that assumes a clean slate and the organisational realities of a PMS design as an ongoing analysis, coordination and improvement process.

The authors present a framework for evaluating the effectiveness of a PMS based on three criteria – i.e. causality, continuous improvement and process control – and use a case study to illustrate the application of the methodology and the interpretation of results for PMS design. The determination of “driver measures” in an integrated PMS involves a complex process that requires a number of considerations not adequately addressed in prior research. This study involves only a single case study and the model presented involves only a two-tier analysis.
The framework provides a simple methodology that organisations can easily adopt to analyse individual and group performance measures and relate them to the strategic performance measures of the company. The study follows an emerging line of research that addresses the design of an integrated PMS as an ongoing improvement process.

2.3 Studies related to Performance Management System and its relationship with Employee Engagement

Gruman and Saks (2011) in their article on, *Performance Management and Employee Engagement* have laid emphasis on the increased recent emphasis by organisations on utilising their performance management systems to enhance employee effectiveness. They take this approach further by arguing that generating greater employee ‘performance increments’ may be best achieved by harnessing the performance system to promote higher employee engagement levels. For this purpose, they present a new model of engagement management.

They point out that, although performance evaluation is at the centre of performance management, the complete process encompasses a wider canvas, one which includes organisational policies and design features that interact to influence employee performance. In essence, this ‘configurational’ approach to strategic human resources management is based on the recognition that patterns of HR activities and factors rather than single drivers (e.g. performance management) contribute to realising organisational objectives. What has earlier been termed ‘bundling’ of HR practices—in this case integrating employee engagement into performance management activity—is proving to be effective in improving organisational performance.

The authors argue that performance management and employee engagement are of corresponding importance within what they term the ‘engagement management process’,
which begins with goal setting and the framing of a ‘psychological contract’ between supervisor and employee. Their model involves both the well-established performance appraisal process as well as engagement appraisal discussions in which supervisors and employees discuss engagement factors such as role expansion, pro-activity, persistence, and adaptability. Goals for engagement are agreed upon and included in an individual’s general appraisal as a central element of their Employee Development Agreement (EDA)—a broad assessment measure encompassing both performance and engagement evaluation.

The EDA model calls for a stronger managerial orientation than that required at each stage of the traditional performance measurement process. For example, it recasts the role of supervisors by requiring them to play a greater role in energising employees. The authors recognise the importance of this change and recommend that managers should be given special training to enable them to address it.

Slocum, Jr., Cron., and Brown (2002) in their research paper on, The Effect of Goal Conflict on Performance investigates the motivational effects of goal conflict in a complex goal performance setting. Goal conflict was found to have an indirect influence on performance through its relationship with goal commitment. Goal conflict was negatively associated with goal commitment when controlling for the other antecedents, including expectancy, self-efficacy, and need for achievement. As predicted, goal commitment and self-efficacy were related to goal-directed behaviours and goal-directed behaviours were to performance. Performance was positively related to positive outcome emotions and negatively related to negative outcome emotions. The authors discuss the implications for the professional practitioner, theory development, and future research.

Andre A. De Wall (2003) in his paper titled, Behaviour factors important for the successful implementation and use of performance management systems present the role
behaviour factors play in the successful implementation and use of performance management systems that are based on critical success factors, key performance indicators and the balanced score card. Case study research was performed which identified 18 individual behaviour factors to be important. The research also showed that the use stage in a systems implementation project has to be performed well in order to assure a regularly used performance management system.

Baranik., Barron., and Finney (2007) in their research on, *Measuring Goal Orientation in a Work Domain Construct Validity Evidence for the 2_2 Framework* extends the three-factor (mastery, performance-approach, and performance-avoidance) measure of achievement goals in a work domain to the four factor conceptualisation (in a 2×2 framework) by adding items to represent mastery avoidance goals. Confirmatory factor analysis was conducted on two independent samples to evaluate the dimensionality of scores. Results from both samples indicated that after dropping 5 problematic mastery-avoidance items, responses to a reduced 18-item version of the instrument fit a four-factor model well. In addition, initial support for each of the four goal orientations having a unique relationship to theoretically related external criteria was found.

Drummond., and Stone (2007) in their article titled, *Exploring the potential of high performance work systems in SMEs* aims to explore aspects of employee relations in firms included within The Sunday Times list of the UK’s “Best Small Companies to Work For”, focusing in particular on the use of high performance work systems (HPWS), and the way they impact upon performance in these businesses. The research is based upon a postal survey supplemented by detailed face-to-face interviews with CEOs in 60 per cent of the ranked firms.

The SMEs studied are found to be highly successful in terms of sales and employment growth. The analysis suggests that the common explanation for enhanced business
performance in terms of HPWS (coherent bundles of human resource management practices that function synergistically and thus have more effect than might be expected from the sum of the parts) is valid but partial. The bundles employed in these businesses are synergetic, but the enhanced outcomes produced need to be understood in terms of the system as a whole, not just the more concrete practices that are normally considered.

While there is a need to further explore some of the findings through larger scale qualitative research, the authors’ contend that the deeper understanding of HPWS emerging from this approach is important to the formation of effective policy in relation to the small business sector. The authors’ further suggest that the cultures, values and norms established within the businesses are necessarily part of the system and that they play a fundamental role in shaping, empowering and reproducing the practices used.

Ukko., and Tenhunen (2008) in their article titled, The impacts of performance measurement on the quality of working life focuses on the impacts Performance measurement has had on the Quality of the Working Life (QWL) of employees, for example, their work motivation, learning opportunities, job satisfaction, participation in decision making and reward system. Furthermore, this paper presents how the perceptions of management and employees differ from each other and what the key elements in the implementation process are as regards the accomplishment of positive impacts of PM on the quality of working life. This paper concludes with the underlying factors behind the positive impacts of PM on the quality of working life.

Reid., Allen., Riemenschneider., and Armstrong (2008) in their article titled, The Role of Mentoring and Supervisor Support for State IT Employees’ Affective Organisational Commitment assesses the effects of psychosocial and career mentoring, leader–member exchange (LMX), and gender on the affective organisational commitment (AOC) of information technology (IT) employees working in one state government. The research
finds that when both psychosocial and career mentoring are considered, only psychosocial mentoring was significant in predicting the AOC of state government IT employees. When considering just LMX, it was significant in predicting AOC. Neither psychosocial mentoring nor career mentoring was significant in predicting AOC if LMX is also considered. No gender differences were found for any of the variables examined.

Matthew (2003) in his article titled, *Impact of positive coaching on employee engagement*, explores positive coaching as a leadership strategy in promoting employee engagement. This was an interpretive study in which the research focused on participants in their natural settings using their thoughts and experiences of coaching. The study was conducted with eight front line leaders from technical support team of crystal decisions company who had volunteered to participate. Participants were given formal training on positive coaching and were asked to use this style for three months. Interviews and focus groups were used to understand participants experience of using positive coaching as well as their perception of its effect on their employees level of employee engagement. The leaders at crystal decisions believe that key leadership skill is the ability and willingness to quickly identify behaviours that are not working and deliver this feedback to the employees. Since the company is young, it has the opportunity to recreate a culture focused on opportunities possibilities and potential. The review of the organisational documents and supporting literature revealed three key areas namely, leadership strategies, performance management and employee engagement. Leadership strategies focuses on the need for the leaders to be supportive, understanding, caring and sensitive to the needs, aspirations and goals of the employees. Performance management process at crystal decision is very well thought out process including an individual achievement plan, development plan process and a performance review process. High level of employee engagement can help to retain employees who are trained to understand
customers needs, and have learned the organisations products and services and will reduce the cost on training new employees. The findings of this study reflects on the opportunities and challenges faced by leaders in using positive coaching style at workplace.

Medlin., and Green Jr (2009) in their paper titled, *Enhancing performance through goal setting, engagement, and optimism* investigates the relationships among goal setting, employee engagement, workplace optimism, and individual performance constructs. Goal setting is hypothesized as positively impacting employee engagement, employee engagement as positively impacting workplace optimism, and workplace optimism as positively impacting individual performance.

Data collected from a sample of 426 full- and part-time employees are analysed following a structural equation modeling methodology. The data analysis indicates that the measurement and structural models fit the data relatively well. Goal setting positively impacts employee engagement, employee engagement positively impacts optimism, and optimism positively impacts individual performance, as hypothesized.

One of the limitations of this research is that although data are collected from a relatively diverse group of respondents, the ability to generalize the findings is limited because the results are derived from a non-random sample. All measures are based on the perceptions of the respondents. Job performance is reported by each respondent may not reflect the supervisor’s performance rating and is not necessarily consistent with objective performance indicators such as sales generated by a marketing employee.

The results of this study indicate that formal, structured goal setting processes lead to higher levels of employee engagement, that higher levels of engagement lead to improved
workplace optimism, and that improved optimism in turn leads to higher levels of individual performance.

The paper provides empirical support for the implementation of management programs that foster goal setting, employee engagement, and workplace optimism for the purpose of enhancing the performance levels of individual employees.

2.4 Studies related to Reward Strategies and Employee Engagement

MacLeod., and Parent (1998) in their article titled, *Job Characteristics and the Form of Compensation* introduces a way to systematically organize the choice between different forms of compensation based upon observable job characteristics. Authors’ explore the determinants of compensation based upon questionnaire responses concerning job characteristics and methods of pay contained in the Quality of Employment Survey (QES), the National Longitudinal Survey of Youth (NLSY), the Panel Study of Income Dynamics (PSID), and the Current Population Survey. The main conclusion is that there is no single model of the employment relationship that can explain the variation in compensation form. The author’s draw upon both agency and incomplete contract models to study the interplay between job characteristics and compensation. Specific results include:

a) The number of tasks seems to be associated with the use of incomplete contracts;

b) Piece rate jobs tend to be associated with more worker autonomy and fewer tasks performed than hourly paid jobs

c) Tight labour market conditions tend to be associated with the use of bonuses and promotions instead of efficiency wages.
Taking a clue from the present study, future researchers can also focus on studying other incentive systems known to be important in particular the incentive systems that are provided through tournaments and promotion ladders.

Eisenberg (2001) in his research paper titled, *The effects of reward schemes, individualism-collectivism and intrinsic motivation on teams creative performance* throws light on the detrimental effects of extrinsic rewarding schemes where intrinsic rewarding schemes are needed. The objective of the research was to study the effects of rewards on teams and individuals creative performance. The nature of the study is exploratory. According to the author rewards do increase motivation but beyond a certain optimal level it can decrease performance. Thus excessive rewarding is detrimental to performance (McCuller’s 1978). If people are pressuring themselves, in urgency, anxious in doing their work then we can be sure that extrinsic rewards are involved (Deci, Ryan 1984).

In conclusion intrinsic motivation is important in learning, adaptation and cognitive performance. There is nothing wrong in rewards when administered properly. Only when rewards were highly salient were found to be detrimental and intrinsic rewards played an important role in teams and individuals creative performance. Individual rewards worked best for where group interdependence was not involved and there is a Dedication, voluntary overtime and innovation seen under intrinsic reward schemes.

Shuck., and Albornoz (2007) in their exploratory empirical phenomological study titled, *Below the Salary Line: Employee Engagement of Non-Salaried Employees* looks at employee engagement using Kahn (1990) and Maslow’s (1970) motivational theories to understand the experience of non-salaried employees. This study finds four themes that seem to affect employee engagement: work environment, employee’s supervisor, individual characteristics of the employee, and opportunities for learning. The impact and contribution to the HRD field are discussed.
Bhattacharya., and Mukherjee (2009) in their article titled, *Rewards as a Key to Employee Engagement : A Comparative Study on I.T. Professionals* discusses the role of reward strategies in enhancing the level of employee engagement and commitment in organisations. The study aims to investigate the prevalent reward systems in three Information Technology (I.T.) organisations and the role of rewards in employee engagement as expressed by the I.T. professionals.

The data is collected from 90 employees (30 from each organisation) by administering General Information Schedule, Perceived Organisational Reward System Questionnaire and Role of Rewards in Employee Engagement Questionnaire.

The study revealed that although fair reward practices are prevalent in the three organisations, however differences are perceived in the different categories of rewards, by the three groups of employees from the same industrial sector. Differences also prevail in the attitudes of the employees; belonging to the different organisations pertaining to the same industrial sector, “Information Technology”, towards judging the role of rewards in employee engagement.

Patricia., Zienghem’s., Schuster., and Dertien (2009) in their paper titled, *Compensation, rewards and retention practices in fast- growth companies* examines the contribution of total compensation and total rewards in company’s growth. The research paper is based on Schuster and Zienghem’s study of 20 fast-growth west cost U.S. companies. The prime objective of the research was to look into insight of the changes made by the company in compensation, reward and retention as they journey from start-up to a solid, full-fledged growth company. Interviews were conducted with the members of senior-leadership team to study the variables like total rewards, retention practices and total compensation practices which distinguished the fast-growth companies from the rest.
In conclusion the performance of the company is dependent heavily on retaining high performing key talent by paying significant pay and rewards, and making certain that rewards are the solid contributors of development of individual’s value and as well as the company’s.

Towers Perrin (2009) in an article titled, *Power of recognition from managers* examines new research on the power of recognition from managers to accelerate employee engagement and boost productivity and performance. The article outlines various studies on how recognition can boost employee morale. Part I of this two part series of research explores many areas that leads to employee engagement and presents the detailed analysis of the findings in a tabular format so as to evaluate the role of recognition in employee engagement.

In this paper, a sample size of more than 10000 workers is taken for studying how recognition of efforts of an employee affects his productivity and thereby the growth of an organisation. The findings indicate that effective recognition from managers encompasses three basic requirements: inclusiveness, communication, and trust. The study also reveals that proper recognition and appreciation given to even less engaged employees can help to boost their efficiency level.

In this paper, we can find a relationship between recognition of employees work and employees productivity. By practising the philosophy of recognition of efforts an organisation can have its employees engaged in a much better manner.

Beck., Locke., Savine., Jimura., and Braver (2010), *Primary and Secondary Rewards Differentially Modulate Neural Activity Dynamics during Working Memory* examines that Cognitive control and working memory processes have been found to be influenced by
changes in motivational state. Nevertheless, the impact of different motivational variables on behaviour and brain activity remains unclear.

The current study discusses the impact of incentive category by varying on a within-subjects basis whether performance during a working memory task was reinforced with either secondary (monetary) or primary (liquid) rewards. The temporal dynamics of motivation-cognition interactions were investigated by employing an experimental design that enabled isolation of sustained and transient effects. Performance was dramatically and equivalently enhanced in each incentive condition, whereas neural activity dynamics differed between incentive categories. The monetary reward condition was associated with a tonic activation increase in primarily right-lateralized cognitive control regions including anterior prefrontal cortex (PFC), dorsolateral PFC, and parietal cortex. In the liquid condition, the identical regions instead showed a shift in transient activation from a reactive control pattern (primary probe-based activation) during no-incentive trials to proactive control (primary cue-based activation) during rewarded trials. Additionally, liquid-specific tonic activation increases were found in subcortical regions (amygdala, dorsal striatum, nucleus accumbens), indicating an anatomical double dissociation in the locus of sustained activation.

These different activation patterns suggest that primary and secondary rewards may produce similar behavioural changes through distinct neural mechanisms of reinforcement. Further, the results provide new evidence for the flexibility of cognitive control, in terms of the temporal dynamics of activation.

Scott, Ph.D., and McMullen (2010) in their article titled, *The Impact of Rewards Programs on Employee Engagement* attempts to study the pay practices used by compensation professional and determine how total rewards programs and employee engagement are related. Researchers in the past have examined the existence of a
relationship between employee opinion surveys, non-financial rewards, and egalitarian pay structures with employee cooperation, involvement, satisfaction and commitment (Bloom and Michael 2002; Levine 1991; and Pfeffer and Langton 1999). The authors’ in the present study confirms these thoughts through a survey with a sample of 6,300 WorldatWork member companies, primarily total rewards professionals. The survey throws light on the facts that the impact of intangible rewards on employee engagement is perceived as very high with work environment or organisation climate rated at 61% second only to the nature of the job or quality of work rated at 69%. 60% of the respondents indicated that they used variable pay to reward employee engagement. More than 40% of the respondents believe that base salary increases, and benefits and perquisites have a “high” or “very high” impact on employee engagement. Moreover, respondents believe that short-term incentives or bonuses have an even higher impact on engagement (54%). However, substantially fewer believe that long-term incentives and financial recognition have a high impact on engagement — 32% and 32%, respectively. Further, non-financial total rewards programs receive a relatively low score at 37%, which is not very encouraging, given that non-financial recognition programs are often suggested as ways to motivate and engage employees.

Schultze., and Weiler, (2008) in their article titled, Performance Measurement, Value-Creation and Managerial Compensation: The Missing Link explicates that the discussion on value-based performance measures is centred around the concept of residual income. The main property of residual income is its connection to capital budgeting and the net present-value-rule. This property is, however, not sufficient to guarantee strong goal congruence between management decisions and the firm’s objectives. So far, the literature suggests compensation schemes based on modified accounting rules in order to induce the manager to make optimal investment decisions. In contrast, authors’ show that strong goal
congruence is also attainable by modifying the compensation function. Authors’ develop an incentive scheme based on a bonus bank, which can be interpreted as a nonlinear contract. Within this concept, authors’ provide a link between the incentive system and the actual creation of value, measured by a performance measure derived from Excess Value Created.

Peterson, (2001) in his research study on, *An experimental and Social Cognitive process Analysis of the effects of Incentive motivators on service work unit outcomes*, studies the nature and underlying mechanisms behind the relationship between incentive motivators (i.e Money, Social Recognition and Performance Feedback) on service work units financial performance, employee retention and job satisfaction. In addition it examines the underlying social, cognitive processes through which these effects are operationalized. Specifically the study explores whether outcome utility, informative content and the proposed regulatory mechanisms are the underlying processes driving the differential engagement of incentive motivators. The study was conducted on the sample of 685 employees in 24 service units (restaurants) of a large fast food chain completed a questionnaire about their views of the study’s incentive motivators.

Findings suggest that all incentive motivators both individually or in respective combinations have a positive effect on work unit gross profitability and key service behaviours. The findings further demonstrate the positive effect of employee motivators on employee retention and Job satisfaction. Specifically in all cases money had the strongest effect on outcomes, followed by social recognition and finally feedback. The most effective combination was money with social recognition.

Campbell III (2007) in their study on, *Motivation, Attitudes, Goal Setting, Performance and Interactive Effects of Pay for performance* dwells on the concept of Pay-for-performance. According to the author pay for performance is a pay system in which
employees are compensated based on their individual productivity. Today there are numerous different formats of pay-for-performance currently in place in the private sector. The public sector has adopted different merit pay schemes over the last thirty years but has been slow to adopt pay-for-performance pay systems. The Federal Government, faced with intensive pressure to reform their current General Schedule pay system, has been experimenting to determine the optimum pay for performance system for increasing employee performance. The implementations of experimental pay-for-performance is standard and often do not take into consideration what motivates employees. The purpose of this study is to examine an experimental pay-for-performance pay system in the Federal Government to determine if the variables of intrinsic and extrinsic motivation, job satisfaction, organisational commitment, and goal setting are impacted by the moderators (perception, time, and feedback) to motivate employees for maximum performance. The current research will build upon theory and recent findings by integrating pay system theory into a pay system model in an attempt to explain and predict individual employee productivity. Using the entire population at a Federal Government Research and Development Laboratory, it is expected that the model significantly contributes to explaining pay-for-performance perception. The results of this study should help management focus the predictor to optimize the impact pay for performance can have on employee motivation.

2.5 Miscellaneous Studies

Luthans and Peterson (2002) in their research on, Employee Engagement and Manager Self Efficacy examine the theoretical understanding of employee engagement. Further an empirical investigation is made of the role that a wide variety of managers’ \( n = 170 \) psychological state of self-efficacy plays in the relationship between their employees’ (average of about 16 per manager) measured engagement and a multiple measure (self,
subordinates and peers) of the managers’ effectiveness. Results of the statistical analysis indicate that the manager’s self-efficacy is a partial mediator of the relationship between his or her employees’ engagement and the manager’s rated effectiveness. Overall, these findings suggest that both employee engagement and manager self-efficacy are important antecedents that together may more positively influence manager effectiveness than either predictor by itself. Implications for effective management development and practice are discussed.

Chughtaia., and Buckleya (2007) in their paper titled, *The Relationship between Work Engagement and Foci of Trust: A Conceptual analyses* focus on the pivotal role that both vertical trust (trust in top management and trust in immediate supervisor) and lateral trust (trust in co-workers) play in the evolution of advanced employee work engagement. The paper develops and presents a multilevel model, which demonstrates how work engagement and trust interrelate. This model is built from a series of conceptual propositions regarding the complex inter-relationship between work engagement and the three types of trust. This study posits that the relationship between trust and work engagement is mutually reinforcing. More specifically it suggests an upward spiral effect: high levels of trust in top management, immediate supervisor and co-workers fuels work engagement, which in turn increases trust at all three levels of the organisational hierarchy by affecting propensity to trust through positive moods and emotions. Furthermore, it is argued that trust in one’s supervisor would have the most direct and profound impact on work engagement. In addition, it is suggested that trust in one’s supervisor and trust in co-workers would interact with trust in top management to affect the levels of work engagement. Finally the practical implications of this research for organisations are discussed.
Bowling., Hendricks., and Wagner (2008) in their article titled, *Positive and Negative Affectivity and Facet Satisfaction: A Meta-analysis* explicates that facet satisfaction is often of more practical interest to organisations than is global job satisfaction, especially when organisations seek information to guide improvements of specific aspects of the workplace. The current paper provides a review and meta-analysis of research examining the relationships between PA and NA and facet satisfaction.

The review of the past research has revealed that facet satisfaction is also partially the result of dispositional factors. The interpretation of the Findings of the other researchers (Staw and Ross 1985) is that facet satisfaction is stable over time because it is partially caused by temporally stable dispositions. Though it is established by the past studies that PA is positively related and that NA is negatively related to facet satisfaction, however, few studies have found negative or no relation of PA with facet satisfaction and positive or no relation of NA to facet satisfaction. Given this inconsistency, it is important to conduct a meta-analysis to examine whether differences in effect sizes across studies are simply the result of study artifacts, or the result of substantive moderators.

Borrowing from Motowidlo’s model, the authors’ have contemplated that dispositions could influence facet satisfaction via effects on the objective nature of the work environment. Meta-analysis found that PA is generally more strongly related to global job satisfaction than is extraversion and that NA is generally more strongly related to global job satisfaction than is neuroticism.

The current study provides evidence that PA and NA are related to facet satisfaction. Future research should also examine the theoretical processes that underlie these relationships.
Future research should be done to identify relatively narrow personality traits that are likely to be strongly related to facet satisfaction. Researchers should also examine the possibility that PA and NA might be more strongly related to affective rather than cognitive dimensions of facet satisfaction. Finally, since most facets of job satisfaction are highly influenced by situational variables (Kinicki et al. 2002), future research should examine whether dispositions predict facet satisfaction after situational variables have been controlled.

Johnson, Groff and Taing (2009) in their article titled, *Nature of the Interactions among Organisational Commitments: Complementary, Competitive or Synergistic?* discuss that although organisational commitment is a multidimensional construct, researchers have tended to examine the independent effects of its different forms. However, doing so creates potential problems of model misspecification and under-prediction if interactions exist among different commitments. In this paper we discuss theoretically plausible interactions among different commitments, the patterns of which are expected to vary depending on the nature of the criterion and the foci of commitment. We then test these predictions via empirical data. Results revealed a ‘synergistic’ pattern of effects for discretionary outcomes, such that levels of organisational citizenship behaviour and strain were most favourable when employees reported high levels on multiple commitments. Importantly, no evidence was found for competitive effects between commitments, such that high levels on multiple commitments are detrimental. We discuss the implications of our findings for research and practice.

Naumann, (2010) in their article titled, *The effects of norms and self-monitoring on helping behaviour* used a scenario-based experiment to test five hypotheses concerning group and individual predictors of individual intentions to perform helping behaviour in a
group. The results of an ANCOVA indicated that descriptive helping norms, personal helping norms, and self-monitoring perceptions were positively associated with individual intentions to perform helping behaviour. The findings underscore the value of considering the group context in which helping behaviour operates. Implications for theory and practice are discussed.

2.6 Conclusion

The reviews indicate that there are more employees who are disengaged or not engaged than there are engaged employees. Many organisations believe that engagement is a dominant source of competitive advantage. Results from research organisations and corporate results have demonstrated there may be a strong link between engagement, employee performance and business outcomes. The key drivers of employee engagement identified include communication, opportunities for employees to feed their views upwards and thinking that their managers are committed to the organisation.