CHAPTER-II

REVIEW OF LITERATURE
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2.1 INTRODUCTION

Review of literature is a pre-requisite in understanding and stating the research problem. As such, earlier studies on the concept of employee engagement, its elements, drivers, outcomes, etc., have been reviewed and presented in this Chapter as a part of the present study.

The concept of employee engagement is, however, relatively new. The theories of employee engagement originated only in 1990s. Although there were numerous early contributors to the literature, the most notable pioneers of the concept include W. Kahn, C. Masalach, J. K. Harter, D.R. Mey, A.M. Saks, R.J. Vanse, M. Czarnowsky, W. Macey, C. Schufeli and a few others. An attempt has been made in this chapter to review the literature relating to the concept of employee engagement and involvement, and how academic and consultancy based researchers have defined this construct, its elements, levels, drivers and finally the outcomes of employee engagement. This literature survey examined text books, peer-reviewed articles from journals, working papers, published thesis/dissertation reports and other published resources and websites relevant to employee engagement. The sources for articles include on-line journal data bases such as Emerald Full Text, ABI Inform, EBSCO Business Source Premier, etc. The employee engagement literature as it developed during different periods of time on different aspects is briefly presented below.

2.2 LITERATURE REVIEW ON THE CONCEPT OF EMPLOYEE ENGAGEMENT

Kahan\(^1\) was the first to define employee engagement in 1990. He defined employee engagement as "the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The physical aspect of employee engagement refers to the energies exerted by individuals to accomplish their roles while psychological engagement refers to focusing on the job mentally while performing a role in the organization.

Kahn’s concept of employee engagement was the only literature on engagement until early 2001, when Maslach et. al\(^2\) defined employee engagement as "a persistent positive affective state characterized by high levels of activation and pleasure". Later, Harter et. al. (2002)\(^3\) defined employee engagement as an "individual’s involvement and satisfaction with as well as enthusiasm for work". These consulting firms popularized the concept of employee engagement for improving performance and increasing profitability of organizations.

In 2006, Saks\(^4\) defined employee engagement as "a distinct and unique construct consisting of cognitive, emotional and behaviour components associated with individual role performance". In 2008, ASTD\(^5\) commissioned a study to look at employee engagement, which defined engaged employees as "employees who are mentally and emotionally invested in their work and in contributing to their employer’s success" (Czarnowsky, 2008).

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Building significantly on the work of multiple scholars, Macey and Schneider (2008)\textsuperscript{1} suggested that different types of engagement can be identified, such as: (a) trait engagement, (b) psychological engagement, and (c) behaviour engagement. Trait engagement is defined as “the inclination or orientation to experience the world from a particular vantage point”. Psychological engagement is defined as “an antecedent to behavioural engagement which includes satisfaction, involvement, commitment and empowerment”. Behavioural engagement is defined in terms of discretionary effort. According to these scholars, each type of engagement builds on the next and each has different antecedents and outcomes.

As may be seen from the above definitions of engagement, there are several common elements in all the definitions. By analyzing the above definitions, we can infer that engaged employees excel at their work through a willingness to adapt their behaviour toward organizational outcomes.

2.3 LITERATURE REVIEW ON ELEMENTS OF EMPLOYEE ENGAGEMENT

An attempt has been made to review the literature on different components or elements of employee engagement.

Genevieve O Reilly\textsuperscript{2} found in his study that engagement is about the level of emotional connection employees feel toward their organization; the passion and enthusiasm they feel, and their motivation towards supporting the company’s goals. He observed that employee engagement is a mediating element between two variables viz., drivers and personal outcomes and drivers and organizational outcomes. The study concluded that effectively managed engagement could have a positive impact on both individual and organizational outcomes.

\begin{itemize}
  \item Macey, W., and Schneider, B. (2008), ‘The meaning of employee engagement’, Industrial and Organizational Psychology, 1, 3-30.
  \item Genevieve O Reilly, (2007), Employee engagement: Managing the Relationship Between Employees and the Organization, A Validated Measure and Model, Bond University, Faculty of Humanities and Social Sciences, December, 2007.
\end{itemize}
Neil A. G. McPhie\textsuperscript{1} examined six elements that constitute employee engagement. These elements are pride in one's work; opportunity to perform well at work; prospect for future personal and professional growth; satisfaction with the recognition received; a positive work environment and team work and satisfaction with leadership. In his study, he concluded that these six elements constitute employee engagement in respect of Federal Employees of USA. Further, he inferred that engaged employees have a much more positive view of the managerial skills of their supervisors which are superior to those of disengaged employees.

\textbf{Towers Perrin}\textsuperscript{2} global study classified the core components of engagement into two categories viz., emotional factors and rational factors. The study revealed that emotional factors are related to an individual's personal satisfaction and the sense of inspiration and pride they get from their work and from being a part of their organization while rational factors are related to pay, benefits and rewards. The study reveals that engagement can be built through meaningful and emotionally enriching work experience. The elements specifically identified by the study include strong leadership, accountability, autonomy, a sense of control over one's environment and opportunities for development.

\textbf{Sally Bibb}\textsuperscript{3} classified the elements of engagement into three core components viz., emotional, behavioural and intellectual components. He observed that the people who are the most engaged are those whose values fit with those of the organization, the people they work with and the work they perform. Bibb has thus observed that the most engaged people in an organization are those who have found their own personal meaning in their work and who identified themselves with the goals of the organization.


\footnotesize\textsuperscript{3} Sally Bibb (2009), Employee Engagement Essentials , www.engagingminds.co.uk
Kirsten Ralph\textsuperscript{1} in his study found that there are seven elements relating to the workplace which contribute to employee engagement. His study reveals that the most important elements of employee engagement include: latitude and responsibility; social atmosphere; access to knowledge; leadership; challenging or varied work; safety; trust and support; and respect.

May et al.\textsuperscript{2} found in their study that meaningfulness, safety, and psychological availability were the key components of engagement. They identified that job enrichment and role fit are positive indicators of ‘meaningfulness’ while good relations with co-workers and the immediate supervisor are positive indicators of ‘safety’. They further observed that self-consciousness is a negative indicator of these elements. Availability of resources is a positive indicator of ‘psychological availability’, while participation in outside activities was a negative indicator. The study concludes that meaningfulness was found to have the strongest relation to different employee outcomes in terms of engagement.

The Conference Board\textsuperscript{3} after reviewing various definitions of employee engagement through a meta-analysis of 12 large consultancy organizations observed that the elements of engagement largely relate to a heightened emotional and intellectual connection that an employee has for his/her job, the organization for which the employee works together with the employee’s supervisor and co-workers which, in turn, influence the individual to use discretionary effort in the work.

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\textsuperscript{1} Kirsten Ralph (2009), ‘Understanding the experience of high workplace engagement in a team environment: Work place contributors and influences’, Massey University.
\end{flushleft}
Gemma Robertson – Smith et.al\(^1\) focused on employee engagement studies and observed that the concept is different from job satisfaction, job and work involvement, organizational commitment, empowerment, and perceptions of performance. The study revealed that engagement is a result of employee’s perception of fit with the values of the organization while job satisfaction relates to whether the employee likes or dislikes his job.

Buchanan\(^2\) in his study identified two basic elements of engagement viz., rational commitment and emotional commitment and explained the difference between the two. According to him, rational commitment results when a job serves the employees’ self-interest in respect of financial and professional growth. Whereas, emotional commitment arises when the employee values, enjoys and believes in what he does. Based on his study, he classified the workforce of the organization into two categories viz., ‘true believers’ who are having both types of commitment and ‘disaffected’ having little commitment.

Swaminathan\(^3\) found in his study that employee engagement is the combination of three elements viz., job satisfaction, motivation and effectiveness. He observed that employee engagement is the ecstatic feeling that one may get by doing his job. He concluded that employee engagement is an important area that an organization should concentrate to be productive and to get effective, loyal and committed workforce.

Sharma Baldev and Raina Anupama\(^4\) observed in their study that employee engagement basically reflects the extent to which the employees are committed to the vision, mission and goals of the organization in which they

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Employee engagement indicates the extent to which the employees are involved with the work they do. The study reveals the level of employee engagement among the sales executives of a private sector organization and concluded that commitment and involvement in work are the critical determinants of employee engagement.

Sucheta Rawal\(^1\) conducted a study to know the elements of employee engagement in Indian context and found that recognition, respect and opportunities to develop are the important elements of employee engagement in India. She observed that once employees’ basic needs are met, they want to be recognized for their good work, respected as individuals and offered opportunities to develop themselves. These are crucial elements of employee engagement.

Bakker, et. al\(^2\) conducted a study on burnout and its relationship with engagement among Royal Dutch constabulary officers. The study concluded that the concept of burnout is exactly the opposite of engagement. According to Bakker et. al, burnout is characterized by such elements as exhaustion, cynicism and reduced professional efficacy, while engagement is characterized by vigor, dedication, and absorption.

Salanova and Schaufeli\(^3\) examined the mediating role of engagement using a model called ‘structural equation model’ using two independent samples from Spain. Results in both samples confirmed that work engagement fully mediates the impact of job resources on proactive behaviour. They found that vigor and dedication of employees coupled with job resources such as job control, feedback and variety which are positively related to proactive behavior at work and engagement levels of employees.

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1. Sucheta Rawal,(2010), ‘A human capital strategy consultant and freelance writer based in Atlanta GA; Employee Engagement in India.


2.4 LITERATURE REVIEW ON DRIVERS OF EMPLOYEE ENGAGEMENT

There are a number of critical factors, known as drivers that help to increase overall engagement levels among employees. By managing the drivers an organization can effectively manage engagement levels of its employees. There is a great deal of published literature on drivers of engagement, which is briefly reviewed below.

Salanova, Agut and Peiro\textsuperscript{1} in their study found that service climate plays a predominant role in predicting employee performance and customer loyalty. They also used Structural Equation Modeling in which organizational resources and work engagement reflect the service climate of an organization which in turn predicted employee performance and customer loyalty.

Xanthopoulou et.al.\textsuperscript{2} conducted a study on the role of three drivers of engagement viz., self-efficacy, self-esteem and optimism which predict work engagement. Their findings have revealed that the above drivers determined the relationship between job resources and engagement/exhaustion levels in the organization.

Seijts and Crim\textsuperscript{3} developed a novel concept known as ‘ten C concept’ comprising of ten drivers of engagement viz., connect, career, clarity, convey, congratulate, contribute, control, collaborate, credibility and confidence which together help to measure the engagement levels of employees.

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Wellins and Concelman\(^1\) identified that the leader’s role in an organization plays a pivotal role in driving engagement levels. The study emphasized that the key attributes for a leader to create employee engagement are passion to lead, making connections, promoting accountability and developing talent.

Kenneth Nowack’s\(^2\) research reveals that leaders and organizations that understand and respond to both the complexities of the business environment and pay attention to the basic needs of their people consistently outperform their competitors. These drivers reflect the leadership effectiveness, involvement, and sensitive management practices that have a significant impact on employee’s commitment, perceptions of stress and retention.

CIPD’s report\(^3\) suggests that opportunities available to the employees to express their views to senior management freely and frankly is an important driver of engagement and hence strengthening employee voice can make a difference to organizational performance. Their study found that employee involvement and voice, internal communication, management style and job content were all associated with engagement. Their study also revealed that engagement is associated with a number of positive outcomes for individuals including emotional wellbeing and also for the organizations such as reduced turnover and absenteeism and higher levels of commitment and performance.

Bhattacharya, Swaha\(^4\) in his study found that reward strategies play an important role in inspiring, energizing, motivating and thus ‘engaging’ employees. The study focuses on the reward systems as obtaining in three organizations and the role of rewards in employee engagement. The study


\(^2\) Kenneth Nowack, Leadership, Emotional Intelligence and Employee Engagement: Creating a Psychologically Healthy Workplace: ken@envisialearning.com.

\(^3\) CIPD Research Report, 2006; Working Life: Employee attitudes and engagement.

reveals that although fair reward practices are prevalent in the three organizations, the three groups of employees in the organization perceived differences in different categories of rewards.

2.5 LITERATURE REVIEW ON OUTCOMES OF EMPLOYEE ENGAGEMENT

It is often claimed that there are innumerable benefits to the organization from highly engaged employees. Various research studies have demonstrated the positive relationship between employee engagement and productivity, profitability, etc., of an organization. The literature on outcomes of engagement is briefly reviewed below.

Harter, Schmidt and Hayes\(^1\) in their study examined the relationship between employee engagement and its outcomes at the business-unit level through their research in 36 companies. Results of the research showed that employee engagement is positively related to the outcomes of customer satisfaction, productivity, profit, employee turnover and accidents. Their meta-analysis found a strong relationship between unit-level employee satisfaction and engagement.

Schneider et.al.\(^2\) studied 35 organizations over a period of 8 years and found that there is a strong link between the levels of engagement and return on assets (ROA) as well as earnings per share (EPS) of an organization. The researchers found that job satisfaction and perceived job security had a strong relationship with ROA and EPS. Further, a reciprocal relationship exists between satisfaction with compensation that an employee gets and the level of performance of an organization.


Gemma Robertson-Smith and Carl Markwick\(^1\) in their study found that engaged employees are more likely to stay with the organization, and act as advocates of the business. The study further envisages that engagement can enhance profit and enable organizational agility and improved efficiency in driving change initiatives. However, engagement levels can vary in accordance with different biographical and personality characteristics of the employees.

2.6 LITERATURE REVIEW ON BEHAVIOURAL ASPECTS OF EMPLOYEE ENGAGEMENT

There are several aspects like the impact of communication, culture, empathy, trust, leadership, job characteristics, learning at work, etc., which have a bearing on employee engagement. The literature on these behavioural aspects is reviewed below.

Thomas et. al.\(^2\) in their study focus on the central role of communication in developing trust which finally culminates in employee involvement. The researchers elaborated the importance of quality of communication, its impact on trust and its consequences. The hypothesis adopted relate to both quality and quantity of information and their impact on trust leading to organizational openness and employee involvement.

The key communication dimensions assessed were: sources of information, channels of information, information dissemination, and quality of information and communication relationships. The results of this study indicate that the relative effects of the above factors depend on context. Quality of information is more salient than amount or adequacy of information as it relates to trust of coworkers and trust of supervisors. The study also identified the role of top

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management in communicating information. Finally the study suggests that the relationship between communication and trust in so far as they relate to engagement is complex.

**Moore and Rees**\(^1\) highlight employee diversity at work place and its impact upon management to promote global corporate culture. The study is based on ethnographic participant observation study with the help of interviews and archival studies. It was found that management approach to cultural and diversity issues worked both for and against the development of cohesion and improved employee relations. Managers sometimes ignored the real impact of local ethnic diversity, focusing instead on inter-management conflicts, which contributed to employee morale and communication problems. The study finally concludes that there is significant impact of cultural diversity on MNC’s strategy for employee engagement.

**P. Matthijs Bal, Rein De Cooman and Stefan T. Mol**\(^2\) in their article focus on the impact of psychological contract of employees on work engagement, leading to effective commitment which in turn helps to reduce employee turnover. The study is based on the premise that perceived contract fulfillment is positively associated with affective commitment. The study reveals that work engagement is a mediator of this relationship. The hypothesis was tested on 178 Finnish employees through the survey method.

The study identifies the mediating role of work engagement in motivational and health promoting strategies triggered by perceived contract fulfillment. The authors also found that psychological contract fulfillment contributes to work engagement.

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Arnold B. Bakker's study is based on 175 Dutch couples who are dual earning members. It examined the role of empathy and crossover effect of women's work engagement on men's work engagement. The hypothesis adopted for the study focus on the role of empathy in moderating the relationship between the men's and women's work engagement and also on the role of the perspective in moderating the relationship between men's and women's work engagement. The study revealed that men are more strongly influenced by their partners' work engagement than their counterparts. The study also examined the concept of crossover and the conditions under which employees are influenced by their partners. The impact of direct empathy on crossover process was highlighted by the study.

Michael P. Leiter, et. al., in their study examined the concepts of work and meaning of motivation, sense of self, work itself, sense of balance and employee engagement. The study develops a conceptual framework of the relationship between commitment and engagement and a deeper level of intrinsic motivation. This study concludes that high levels of productivity and fulfillment are inseparable from work and such workers are internally motivated.

The results of the study show that there are two factors that contribute to personal commitment to knowledge transfer and organizational support for knowledge transfer. These results further demonstrate that individual knowledge transfer is based on active involvement in the activity of knowledge transfer. Finally the study demonstrates that the knowledge transfer components are related to burnout and has closer link with efficacy than with exhaustion.


2.7 LITERATURE REVIEW ON OTHER ASPECTS OF EMPLOYEE ENGAGEMENT

Lin.Chieh-Peng\(^1\) proposes a research model based on attachment theory, which examines the role of corporate citizenship in the formation of organizational trust and work engagement. The study examined the relationship between organizational trust and work engagement so as to complement previous research in the area of Corporate Social Responsibility (CSR). In this pursuit the study adopted various hypotheses relating to perceived economic citizenship and its relation to work engagement and organizational trust. The other variables examined are legal citizenship, ethical citizenship and discretionary citizenship.

Papalexandris and Galanaki\(^2\) studied similarities and differences between the leadership practices of entrepreneurs and professional CEOs and investigated their impact on satisfaction, commitment, motivation, and effectiveness (engagement) of the immediate subordinates'. The study focuses on impact of leadership patterns of CEOs, better articulation of vision, better self-management, better collaboration with people and sociability and their impact on higher employee engagement. The study concluded that a good manager/mentor and articulating vision are two important leadership dimensions that affect engagement levels in an organization.

Jansen et.al\(^3\) examined proactive personality in relation to job demands, job resources and engagement. The study is conducted on 794 Dutch government employees. The hypothesis adopted for the study focus on the relation between high job demands, high job resources, proactive personality and their impact on increased levels of engagement over time. The results

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showed that proactive personality was associated with an increase in engagement over a period of eighteen months. Higher levels of engagement are seen in proactive employees with high social support.

**Bryson et.al** explored the interaction between the opportunities provided by the organization for development of individual’s capability and their engagement levels. Existing research has shown that workplace development opportunities across organizations is based on identify differences. The study finds that development opportunities are based on organizational hierarchy. This study shows that employees at higher levels experience higher opportunities when compared to lower level jobs.

**Challaghan et.al** in their study compared similarities as well as differences in the organizational engagement with ethics between private sector and public sector companies. This study is based on the interest shown by the managements of public and private companies of Sweden on employee engagement. The findings show that each sector has become more convergent rather than divergent in their approaches to ethics.

The researchers developed a framework representing the role of ‘ethical bodies’, ‘ethical tools’, ‘internal ethical usage’, ‘external ethical usage’, ‘ethical support procedures’ and ‘ethical performance measures’ in linking organizational engagement with ethics.

**Paton and Karunaratne** Using the case study of Honda Company, the study examined the various triggers that drive innovation and value generation. To validate this assumption the researchers used the belief that research and development interventions trigger creative thought in the organization. They

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established a direct linkage between research and development interventions and enhanced innovation potential. The study concluded that employee engagement if focused on innovation through meaningful interventions can achieve success as seen in the Honda case. The results of the study indicate that researchers and managers need to foster and nurture team creativity. This can be done by involving the team in creative processes leading to active engagement of teams. Teams engaging in creative processes would involve asking questions, searching for new approaches leading to learning experiences, etc. Therefore, the researchers conclude that management needs to focus more on team engagement as a specific part of overall employee engagement.

Wildermuth and Pauken\(^1\) reviewed major engagement related factors by conducting pilot interviews with ten professionals. Their study focused on the various factors that influence employees’ decisions to engage or disengage and individual factors that impact them. The study specially addressed three important factors that influence employee engagement. They were organizational environment, leadership characteristics and job characteristics.

Finally the researchers concluded that environment and leadership factors play a major role in engagement or disengagement of employees.

Bobby and W. Green Jr\(^2\) investigated the relationships among the constructs of goal setting, employee engagement, workplace optimism and individual performance based on their study of 426 full time and part time employees. They examined the impact of goal setting on employee engagement, influence of employee engagement on workplace optimism, and finally the impact of workplace optimism on individual performance. They found that employee engagement has a positive impact on workplace optimism leading


to positive individual performance. The researchers concluded that optimism can be enhanced through engagement and, therefore, engagement has a direct impact on performance and indirect impact on optimism. Finally, they recommended evaluation of impact of employee engagement on traditional outcomes such as absenteeism, turnover, organizational commitment and job satisfaction.

A.Berg and Chyung\(^1\) investigated the factors that influence informal learning and perceived impact of employee engagement on informal learning. The study is conducted with the help of 125 professional volunteers involved in the area of workplace learning and performance improvement. The researchers have adopted hypothesis in relation to organization’s learning culture and their informal learning engagement. They also studied the impact of gender education background on informal learning engagement. The study revealed that learning and performance improvement practitioners gain new knowledge from informal learning activities rather than formal training. The study also found that the older workers engage in informal learning. The study identified various personal and environment factors that are considered to influence employee engagement through informal learning.

Kandathil and Varman\(^2\) studied employee involvement and worker ownership with the help of a case study of a jute mill in Calcutta. They initially defined the concepts of worker ownership and employee involvement and traced the various important phases in the history of the jute mill to identify the various incidents of information sharing and worker involvement. The researchers have constructed a pyramid of information sharing between management and workers and have linked it to the culture of information sharing. They have identified two loops that link the various stages of the pyramid called as instrumental loop and institutional loop. The researchers


proposed that management needs to reduce the lag between their actions and institutionalizing structures for increasing worker involvement.

Zigarmi et.al\(^1\) examined the lack of consistency in the academic and practitioner literature regarding the construct or the concept of employee engagement. They initially reviewed recent studies on employee engagement and offered a specific operational definition of work passion. Then they examined and explained the link between employee engagement and employee work passion. Finally they sought to improve the relationship between employee engagement and work commitment. The total study is taken up from practitioner and academic points of view. They have finally concluded that there is not much difference between the components of employee engagement identified by both academicians and practitioners. Their study made an attempt to examine the construct of work passion by focusing on employee related dimensions as a major variable of employee engagement.

Demerouti and B.Bakker\(^2\) the researchers found that engagement is positively related to work performance. Their study also identified positive emotions, good health, and ability to mobilize resources as factors that motivate engaged employees to perform better. The researchers developed a job demands-resources model of work engagement and finally concluded that promoting engagement in the workplace can prove to be a liberating experience giving choice and control to individuals.

J.Burke et.al\(^3\) collected data from 309 respondents consisting of male and female managers. Their hypothesis assumes lack of impact of age and gender on work engagement and positive impact of work outcomes like career

satisfaction, psychological wellbeing on work engagement. The results indicated that personal demographics are independent of levels of work engagement while work situation characteristics are moderately associated with work engagement. Engagement is also considered to have positive consequences for both employees and employee organizations.

Koyuncu, J.Burke and Fiksenbaum\(^1\) examined potential antecedents and consequences of work engagement in a sample of women managers and professionals in a large Turkish bank. Data were collected from 286 women, a 72 per cent response rate, using anonymously completed questionnaires. The researchers used three scales to assess engagement factors of vigor, dedication and absorption, developed by Schaufeli et al. Antecedents included personal demographic and work situation characteristics as well as work life experiences; consequences included measures of work satisfaction and psychological well-being. The results of the study indicated that while personal demographics and work situation characteristics were generally unrelated to levels of work engagement, work experiences were found to be strong predictors of all three engagement factors of vigor, dedication and absorption. The findings of the study showed that engagement of work is based on positive work and individual well-being outcomes. Organizational experiences are also major contributors to levels of employee engagement.

Lakshmi M.V.S.\(^2\) conducted a study on 'Employee Engagement in Public Sector: A Case Study of Visakhapatnam Steel Plant' in 2008. This study covered a few drivers while there are several drivers that have relevance to the Steel Plant. The review of literature on employee engagement indicates that there is a constant shift in the drivers of employee engagement in their number and coverage. Further, the aforesaid study classified the employees of the Steel Plant only into two categories viz., executives and non-executives and as such the study could not focus on the magnitude of employee engagement.

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engagement and involvement among the supervisory category, which forms a major component of the workforce in the Steel Plant and acts as a link between the management and the workers.

2.8 CONCLUSION

It is evident from the above review of literature on different aspects of employee engagement that almost all the studies envisage that employee engagement is a highly beneficial concept and there is a paramount need for popularization of this concept among modern business organizations. Moreover, a majority of the studies highlighted the outcomes that can be achieved through high levels of employee engagement such as increase in productivity, low employee turnover, congenial and conducive work environment, team-work, transparency and strong human relations among the employees. Moreover, the studies offered several recommendations, plans and managerial systems to increase employee engagement in organizations.

The consultancy companies, such as Gallup, Hewitt Associates, Towers Perrin, ISR, DDI, etc., had conducted the majority of the research on the construct of employee engagement, developed measures and analyzed outcome effects. All these are consultancy companies and less has been achieved in the academic literature and as a result, engagement has a shallow research base from which to work. There is therefore a need for academic research to augment the growing body of literature on employee engagement to assist in the validity and reliability process that a new construct like employee engagement needs to build.

The review of literature clearly highlighted the fact that the concept of employee engagement has been able to evoke a great deal of interest among many scholars and industry leaders. However, it has been observed that most of the studies are conducted abroad and very few doctoral research studies are available focusing on the Indian business environment in general and public sector in particular.