CHAPTER 2

REVIEW OF LITERATURE

2.1. OUTLINE OF REVIEW OF LITERATURE

In today’s competitive world, retaining the employees of the organization is the key for effective management. Retention of employees can be ensured through the employee engagement. Employee Engagement and Intention to quit measurement can be utilized to describe and review the historical performance, as well as to set engagement targets for the future. In part, employee engagement strategies used to measure and reduce the employees’ intention to quit. Research in employee engagement involves identifying engagement measures, grouping these measures, and developing frameworks for employee engagement measurement systems and intention to quit. The researcher also has followed a similar path in this study for developing a framework reveals the conceptual link of employee engagement with intention to quit in the hotel industry.

Researcher’s views are explained elaborately in this research, and those of others who take positions that are different from the researchers are also mentioned by reviewing some key insights. Working from that base, the quantitative and qualitative measure of employee engagement will be investigated. Later, the employee engagement and intention to quit measurement in the hotel industry would be reviewed to have a clear understanding on the subject and its relevant practices in this industry. Performance measurement of employee engagement can provide important feedback and information to enable managers to monitor performance, reveal progress, enhance motivation and communication, ensures the low attrition level and diagnose problems. It also provides insight to reveal the effectiveness of strategies and to identify success and potential opportunities. A
review into the work done in this area show various research done starting from 1990.

2.2. LITERATURE ON EMPLOYEE ENGAGEMENT

The concept of engagement was propounded initially by Kahn. W. A. (1990), and he found that meaningfulness, safety and availability of resources are the psychological conditions which influences engagement by his framework. Further he added that Engagement and disengagement are adaptive psychological mechanisms. And then 1996, Becker. T. E., Billings. R. S., Eveleth. D. M., & Gilbert. N. L. (1996), suggested that commitments to entities closest to employees, such as supervisors and co-workers, have greater effects on performance than employer commitments.

Harter. J. K., Schmidt. F. L., & Hayes. T. L. (2002), linked employee engagement with business outcomes, including customer satisfaction and loyalty, profitability, productivity, employee turnover, and safety. Data aggregated to the business-unit level were obtained from Gallup for 7,939 business units in 36 companies representing 21 industries. The results reveal that employee engagement relates to business- unit outcomes, with the strongest effects for employee turnover, customer satisfaction and safety. Productivity and profitability are more weakly related to engagement, probably because they are affected by many factors besides employee performance. Comparing business units across companies above the median on employee engagement to those below it reveals a business success rate (a composite measure of business outcomes) advantage of 103%, which equates to millions of dollars for large organizations.

Further, large research was conducted by ISR (2003) on engagement which incorporating more than 360,000 respondents, representing 41 organizations from the 10 countries around the world. It brings out clear relationship between
employee engagement levels and operating and net profit margin. Perrin. T. (2003), identified five main drivers of employee engagement which includes of genuine attention in well – being of employees by the top management; challenging work; have appropriate decision-making authority; cares about customer satisfaction, and excellent career opportunities. Bates. S. (2004), stressed emotional connection between employee with his/her job, manager and the firm would be ensured by effective communication strategies, opportunities for growth, and trust in senior leaders.

Blessing White (2005), mainly concentrated on employee engagement’s impact on retention. Drizin. M. (2005), indicated the most substantial drivers of engagement are day-to-day fulfillment with one’s job, beliefs and concern for employees, reputation of the team, and efficiency of senior leadership. Oakley. J. (2005), revealed employee engagement drivers i.e. inspiration, personal involvement and supportiveness are linked with customer engagement levels, even in cases where employees had no direct contact with customers.

Woodruff. C. (2006), strongly believes that “having employees who are thoroughly motivated and truly engaged, is a powerful competitive weapon”. And then he added that the money is not the main motivator and in order to retain the people organizations have to develop the people. In order to engage employees to ensure the expected productivity, he suggested that 10 ways. They are as follows: Get a public statement of commitment from the Chief Executive and the Board on the importance of retaining talent by developing good people management practices, Ensure that all line managers take on this culture of talent retention. Ensure they understand that this is a core part of the organization’s business strategy to win in its marketplace, Treat every member of your staff as an individual. Find out his or her needs at work, and give careful thought to meeting them, Ensure your managers are supported and coached in their people
management skills. Carry out regular employee satisfaction audits. Take scrupulous care to ensure that you hire talented people to whom you can offer a commitment. Don’t destroy the trust of your employees with a ‘hire and fire’ mentality. Be absolutely sure to develop your people so that their worth to you increases. Challenge any reasons your organization has for not being flexible and responsive to your people’s needs, and carefully identify your core talent so that you invest scarce resources on developing these people. Finally, he listed out the non-financial motivators, which will be useful to drive the employee engagement; they are Advancement, Autonomy, Civilized treatment, employer commitment, environment, exposure to senior people, praise is awarded when praise is due, support is available, the feeling of being challenged and the feeling of being trusted.

Freeney. Y. & Tiernan. J. (2006), proposed model of engagement which links between the task, work, organization (training, feedback), and organization (recognition, fairness and social support) with Individual, energy, enthusiasm, professional self-efficiency and dedication towards employee engagement (vigour, dedication) which leads to outcomes of organizational commitment, employee well-being and job satisfaction along with the consequences. Then the consequences of engagement are investigated and are in need of attention. One question in particular that deserves attention is whether engagement is a better a predictor of performance than job satisfaction.

Konrad. A. M. (2006), advocates that high-involvement work practices will develop the positive beliefs and attitudes associated with employee engagement, and that these practices can generate the kinds of discretionary behaviors that lead to enhanced performance. Beverly. L. & Philip. L. (2006), recognize that employee engagement validates its association to outcome variables important to every organization, such as productivity, safety, and employee retention and customer service. Saks. A. M. (2006), indicated that perceived organizational
support predicts both job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement. In addition, job and organization engagement mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior. Martin. S., Mart. G., Nicky. P. & Alex. L. (2006), addressed the ways to improve employee engagement for organizations improved financial returns and better performance. According to the authors employee engagement definition focuses on three elements: being at your “best self,” loyalty, and performance motivation. This study sketches specific drivers of employee engagement, including, organizational affiliation, autonomy and influence, reward culture, and leadership effectiveness. In turn, employee engagement is linked with several benefits and includes reduced absenteeism, greater retention, improved employee effort and productivity, enhanced customer satisfaction, and higher profitability for the company.

Anne-Marie K. (2007), focused on the effects of employee engagement at workplace and especially focused very much on the association of employee engagements between a supportable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. Authors highlighted that communication and trust are the essential drivers for employee engagement. Colin. D. (2007), revealed that crucial aspects related with fruitful change management relies on the strong association with the level of engagement among the workers; for high level of engagement among the workers, communication is most common of these drivers followed by collaboration, information flow, trust, and effective problem solving. Ellis. C. M. & Sorensen. A. (2007), has revealed that, each measurement using the engagement characteristics matrix (ECM), employees were classified as Engaged Employees, Renegades Employees, Disengaged Employees and Enthusiasts. In regard with employee turnover knowing what to do at work and wanting to do the work influence employee outcomes in sometimes surprising
ways. This concludes that this approach can lead to significant improvements in the productivity of people and the performance of the enterprise.

Dicke. C. (2007), analyzed the various definitions of employee engagement from researchers, practitioners, and establishments and found employee engagement has numerous definitions, perhaps direct measure is missing, and confusing crossover with other older concepts. Holwerda. J. (2007), analyzed the statement “Old Wines in New Bottles?” related to employee engagement and concluded that its most basic level as a instrument to attain the goal of the most optimistic work environment possible, it appears that old wine may still serve its purpose, even if it is in new bottles. Lockwood. N. R. (2007), found that increasing focus on selective retention, Work intensification, traditional and cyber communication methods, Needs, wants and behaviors of the talent pool driving changes in attraction, selection and retention practices will leads to employee engagement.

McBain. R. (2007), focused into current employee engagement practice at 10 organizations and puts forward a resulting model of engagement and commitment. Author highlighted the drivers of engagement are Organizational culture, Values and vision, The brand – organizational or product, Senior management leadership, Line manager commitment, Communication, Recognition, Supportive colleagues, Developing potential, Clarity of expectations, Flexibility, Work/life balance, Involvement in decision making and Working environment. To achieve goal of organization, engagement initiatives and measurement should empower managers to hold conversations with their people and, importantly, to explore engagement at an individual level. The research raises the question of whether there is an optimum level of engagement, and whether there is a danger of over-engagement. Potential problems from over-engagement could include employees becoming too internally focused and therefore unable to see changes in the environment, or a lack of diversity in the organization. At an individual level over-engagement could lead to
problems with work/life balance, such as stress resulting from being too willing to go that extra mile, or an inability to let go where the organization becomes a key source of individual identity. The model of engagement that has been developed may provide a means of better understanding the relationship between the drivers of engagement and between engagement and its outcomes.

Rothwell. W. J. (2007), focused to encourage the employee engagement through the organizational practices and also discussed about moving beyond individual engagement to create the corporate culture of engagement. He suggested the three major pitfalls to avoid when trying to increase employee engagement without significant line management involvement, that higher salaries alone will increase engagement, and that employee work ethic, or lack of it, is the root cause of problems with engagement. He concluded that engagement is not the latest fad. By doing so, leaders will show their genuine commitment to engagement and will be effective role models for it. Bhatnagar. Y. (2007), yields three factors using factor analysis and content analysis i.e. factor 1 includes of internal communication, customer centricity; work culture; second factor included variables like recognition, growth opportunities, career development, compensation and promotion and Factor 3 included role clarity, infrastructure support, adequate training and vision.

Nguyen. T. K., Johnson., & Johnson. (2007), provided both guidance and focus through the description of the “dual role” for leaders and this model is appreciated because roles are straightforward and clear. Success factor is that they referred to a number of existing tools and processes; there is little need to reinvent the wheel. Author’s employee engagement strategy works best when managers and supervisors remember two critical concepts: They must connect their people to the organization, and keep them informed. Second, they must help their people with their jobs; giving them honest feedback and helping them understand their role, and
their performance, both strengths and weaknesses. In the end, our employee engagement strategy helps leaders understand that employee engagement and inspirational leadership need to be embedded in everything they do. If your strategy offers that message and delivers on it, productivity measures will surely increase. Finally, by linking engagement to change, increase the sense of urgency and the call to action with regard to employee engagement.

Welbourne. T. M. (2007), recommended the role-based model of performance which defines five key roles employees occupy at work, they are Core job-holder role, Entrepreneur or innovator role, Team member role, Career role and Organizational member role for employee engagement. Author concluded that role-based model is a way to systematically addressing the problem of performance and the proposed solution of engagement. Avery. D. R., McKay. P. F., & Wilson. D. C. (2007), indicated that satisfaction with one’s coworkers related significantly to engagement. Moreover, perceived age similarity was associated with higher levels of engagement among older workers when they were highly satisfied with their coworkers over 55 and lower levels of engagement when they were not.

Christian. E. M., & Aaron. S. (2007), identified a two-dimensional model for engagement, where engaged employees had the elements: wanting to do work and knowing what to do. An organization’s first step in improving employee engagement is to define it. The definition will impact the results and how they can be used to implement changes. Because this definition refers to work-specific attitudes, the study concluded that a stronger connection existing among outcomes of organizations with employee engagement level. The definition of engagement can help yield important insights into outcomes, such as retention and productivity; also finds a link between engagement and intention to leave. Moreover, engaged workers reported that they spent more than 75 percent of their time at work being
productive. According to Bardwick. J. M. (2008), employees are engaged when they feel “what we do is really important, and what I contribute to this valuable work really matters.” The book identifies several drivers of employee engagement. These include employee-boss relations, trust and communication, and relationships at work. Specific actions that can be taken to affect these drivers are: “hire the right people,” “act with integrity,” and “measure the right attributes.”

BlessingWhite, Inc., (2008), suggested the best methods for attaining sustainable employee engagement which mandatory for the firm to achieve their goals, i.e. individual contribution and personal satisfaction. Further they added that engaged, almost engaged, honeymooners & hamsters, crash & burners and disengaged are the five levels of employee engagement in an organization. Catsouphs. M. P. & Matz-Costa. C., (2008), assessed a hierarchical linear model (HLM) to clarify difference in employee engagement as a function of flexibility fit and age. Results recommended that flexibility fit is strongest predictor of employee engagement since the employees who has the flexibility are highly engaged than those who do not have the flexibility across all age groups. Green Jr., Ken, & Bobby. M. (2008), show that formal, structured goal-setting processes lead to higher levels of employee engagement, which in turn lead to increased employee optimism. Strong workplace optimism leads to improved employee performance. Companies can consider hiring optimists and supporting optimistic subcultures an engagement strategy (Green, et al., 2004).

Leonard. B. (2008), states that “Business leaders are now recognizing the role employee engagement and loyalty plays in the financial health of a company,” said Stacey Randall, workplace futurist for IMR Research Group Inc. in Charlotte, N.C., which conducted the study. “Employee engagement directly affects profitability, and you are wasting resources—both human and financial—unless you are focusing on the policies and practices that are going to give you the most bang for
your buck.” IMR researchers surveyed nearly 2,000 workers throughout the United States and found that the key drivers of employee loyalty include employee empowerment for decisions, trust between management and employees, opportunities for professional development and active encouragement of creativity.

Macey. W. H. & Schneider. B., (2008), has come out with the 14 propositions with the support of literature review such as engagement as satisfaction, operationalization of engagement as psychological state, engagement as job involvement, engagement as psychological empowerment, engagement as Positive Affectivity, engagement as involvement of the self, engagement as state, engagement as behavior, engagement as extra role behavior, engagement as role expansion, engagement as proactive behavior and personal initiative, engagement as a dispositional construct, situation and engagement, person-environment fir issues and engagement which are concern about psychological state of engagement, behavioral engagement and trait engagement. Perrin. T. (2008), determined the state of engagement among global workers, and to define what employers can do to address the gap between current and desired states based on the Global Workforce Study, which includes an online survey of nearly 90,000 employees in 18 countries. Data was gathered from a database of over two million employees in a range of companies. A key find is that, according to their definition of employee engagement, the global workforce is not engaged (only 21 percent). Moreover, there is a significant “employment gap,” which is the difference between the discretionary effort employers need for competitive advantage and their ability to elicit this effort from employees. The gap is a significant problem because of the increasingly knowledge-based economy and demographic changes in the workforce. Towers Perrin presents a comprehensive list of factors that drive employee engagement globally, that are improve retention and attraction to the workplace as well as key job attributes that are important to employees, i.e., doing exciting, challenging work and having a secure position for the long term.
Paradise. A. (2008), indicated that enhancing customer service and driving customer satisfaction are the positive organizational outcomes were linked to employee engagement. And also it affects the productivity of the firm, teamwork and morale, aligning employees with organizational strategy. Sonnentag. S., Mojza. E. J., Binnewies. C., & Scholl. A., (2008), suggests that employees also need time periods for temporarily disengaging (i.e., psychological detaching) from work but the firms always looks for fully engaged employees, since it positively related to outcomes of the firms. Charles. C. A. & James O.L. (2009), identifies factors that drive employee engagement and the effects of employee engagement on customer satisfaction and financial performance. Interaction between managers and employees involving supportiveness and goal-setting was a key driver. Also, organizational culture is critical; employee engagement improves when employees are expected to cooperate and work together as well as assume short-term leadership positions in certain circumstances. The study finds that organizations with engaged employees have better market orientation and have customers who use their products to a higher degree, leading to higher levels of customer satisfaction.

Lucey. J. J. (2009), focused on improvement of employee engagement level through the five step survey process and its study extended further to know the impact of communication strategy on employee engagement level. The author added that, “transformation was with most 5S exercises; quite extraordinary audits were in place to ensure the standards were measures. Those 5 stage survey are as follow as: 1. department manager prepares a summary of the progress achieved since the last survey six months ago. At the weekly departmental meeting preceding the employee engagement survey, they then ask their team leaders to list the changes and improvements since the last survey. Experience has shown that the team leaders will not remember all the changes/improvements. The department manager then appraises the team leaders of the full range of changes. This also
signals that the department manager is really on board and fully supports the
survey. 2. Rather than just hand out the questionnaires, the team leaders should
prepare a summary of the progress achieved since the last survey six months ago.
At the weekly departmental briefing preceding the employee engagement survey,
the team leaders should then ask their team to list the changes and improvements
since the last survey. This approach will encourage staff to take into account the
progress made since the last employee engagement survey, 3. All staff is allowed
15 minutes to complete the questionnaire in a quiet area. 4. The results of the
survey will be briefed to all staff and they will have a chance to raise points or ask
questions. 5. In the case of unexplainable results, it is recommended that
departmental focus groups are used to probe the real underlying reasons. The fact
that their manager is concerned is positive and constructive. Authors concluded that
the fact that members of the focus group and staff often suggested the remedial
action and went on to implement it was very encouraging.

Swanberg. J. E., James. J. B., & Citisales. O. M. U. (2009), Stores likely to
produce high levels of employee engagement are stores where employees perceive
that their jobs are interesting and challenging, use their skills and abilities, and are a
good fit. Stores with high employee engagement are also stores with effective
supervisors who create career and promotional opportunities, give employees job
autonomy, provide them with the resources that enable employees to the job well,
consider employee schedule preferences, and are flexible when last minute work-
(2009), focused to find out the relationship between the degree of association
between employee engagement and both customer satisfaction and financial
performance, and to illustrate what an organization do to impact customer
satisfaction through employee engagement, especially they focused addressed
direct impact on financial success of the organization, by using the strategy of
engaged employees i.e. employee engagement strategy. In this regard authors
focused primarily on the three strongest drivers of feelings of engagement are (a)
feeling that there is full utilization of one's skills and abilities, (b) seeing a link between one's work and the objectives of the company and (c) being encouraged to innovate. The drivers of engagement behaviors are (a) quality of relationships with coworkers. (b) Feeling trusted and respected and (c) supervisor credibility. And this study has split in to two objectives i.e. Study I: Customer- Focused Employee Engagement and Study II: Employee Engagement and Financial Returns. Results revealed that correlation between the employee engagement and financial returns of organization are significant.

Haid. H. & Sims. J. (2009), confirms that engagement leads to higher financial performance, higher customer satisfaction and higher employee retention and reported the following the findings are, there is a strong relationship between the level of employee engagement and organizational performance engaged employees reported much higher levels of perceived customer satisfaction. Further it concluded that the engaged employees lead to increased productivity, retention, customer loyalty and profitability. James H.K., Frank S.L., Emily K.A., & Sangeeta. A. (2009), examines the relationship between employee engagement and organizational performance in 152 organizations from 44 industries, and in 26 countries. It then finds the practical meaning and courses of action for managers and executives. Findings reported that the significant link between employee engagement and nine business-level outcomes: customer loyalty, profitability, turnover, productivity, shrinkage, absenteeism, safety incidents, patient safety incidents, and quality (defects). For example, median differences between companies in the top and bottom quartiles of employee engagement were 16 percent in profitability and 18 percent in productivity. The study indicates that the relationship between engagement and performance at the firm level can be generalized across organizations.
Alex. E. (2010), looks at the relationship between employee satisfaction and company share prices. Edmans considers the “100 Best Companies to Work for in America,” and tests the extent that intangibles such as employee satisfaction affect share prices in these companies versus other companies. The results of the study suggest that employee satisfaction is, in fact, positively correlated with long-term shareholder returns. This supports claims that employee satisfaction affects company performance via retention, recruitment, and motivation. Furthermore, the stock market does not fully value intangibles such as employee satisfaction. Intangibles only affect share prices when they manifest in tangibles that are valued by the markets, such as earnings announcements. However, the paper does not suggest that companies with superior employee satisfaction will experience increased shareholder returns.

Desai. M., Majumdar. B. & Prabhu. G. P. (2010), exposed a substantial variance between the mean scores of the IT and Manufacturing in the areas of Connect, collaborate, congratulate, contribute and confidence. Further it is confirmed that the anticipations of the mean score on engagement level is above average in both organizations. Gallup Consulting. (2010), study looks at how the global recession affected employee engagement levels. It finds that overall, American engagement levels remained relatively consistent from 2008 to 2009, dropping only slightly from 30 percent in 2007. After looking into the data in detail, the paper suggests policies and actions leaders should follow. Research on how mergers, layoffs, and economic anxiety affect engagement provides insight for leaders on how to maintain positive results and outcomes during the economic recovery. Engagement can act as a buffer between employees and job stressors, resulting in better health and well-being for engaged employees. The study breaks down engagement levels by industry and job type for a more detailed look at the figure that 28 percent are engaged in the United States.
Gallup Consulting. (2010), presents the results of a study on the state of engagement covering more than 47,000 employees in 120 countries. The results indicate that only 11 percent of employees worldwide are engaged, while 62 percent are disengaged. Moreover, they find that people desire work that fits their aspirations for personal development, security, and self-expression. The study presents in-depth and clear analysis on the positive effects of engagement on several business outcomes and personal well-being. Engagement leads to lower turnover, defects, accidents, and absenteeism; and higher productivity, customer satisfaction, profitability, and earnings per share (EPS). Moreover, engaged workers are more than twice as likely as actively disengaged workers to say that their company is hiring and expanding. They are also more healthy and in a more positive state of well-being. There is great detail about different demographic regions and groups, comparing engagement levels across several countries and among different job levels, such as full-time and part-time workers (the former is generally much more engaged) or clerical workers versus sales workers.

Jennifer. D., Sarah. S. & William. G. (2010), explores the extent to which engagement levels have been negatively impacted by the recent global recession. Data was collected from the Center for Creative Leadership’s World Leadership Survey. In general, employee engagement tended to rise as the recession worsened. American workers were more engaged at the peak of the recession (Q1 2009) than when it began (Q1 2008). They are also more engaged now than in 2008. Further, as the Dow-Jones Industrial Average was falling, engagement was on the rise. The authors propose an explanation for this phenomenon: the effect of an employee’s perceived job mobility; that is, when employees feel that they have fewer job options, they focus less on the range of choices they did not select. Jody. H. (2010), ideas are the result of thousands of interviews with employees of all levels of the corporate ladder and from a range of companies. The argument posits that companies should focus on engaging employees at the bottom of the corporate
ladder. They should reach out to cashiers, repairmen, call center workers, factory workers, and others who typically go unnoticed. By doing so, customer satisfaction, sales, and loyalty improve—and turnover falls. Heymann provides a reminder that low-level employees are not expendable. In fact, they can be vital in determining a company’s profitability, sales, product quality, and success.

Markos. S. & Sridevi. S. (2010), explores the evolution of the concept with the differentiation from Commitment and Organizational Citizenship Behaviour; drivers leading to engagement, impact of employee engagement on organizational performance such as profitability, customer satisfaction, company growth, productivity and suggests strategies the companies should take up to keep employees engaged in their jobs. Scherrer. P., Sheridan. L., Sibson. R, Ryan. M. M. & Henley. N. (2010), emphasized on employee engagement with a commercial program, the global corporate challenge, in terms of motivation, barriers, team dynamics, social aspects and self-reported physical activity levels. Further the author also addressed on motivation behind the employee engagement, barriers to participation, team structure and its issues and practices, personal benefits from engaging in the work place well-being with the program; especially with social aspect and increased awareness on physical activity levels. Providing organizational support for the program concept and facilitating the positive social dimensions highlighted by this study could further contribute to the strengthening of the employee-employer relationship, as employees recognize the organizational support as being valued. This initial engagement is seen to be particularly important to sedentary people, the most-at-risk group, where even relatively small increases in physical activity can result in a dramatic reduction of health risk. Two key challenges, in particular, require further attention: Participation of sedentary people; and sustaining positive physical activity behavior for the longer term. The authors concluded that organizational measures to reduce barriers to participation, should include flexible work schedules to facilitate staff participation, senior
management leading by example with active participation in activities and then provision of appropriate places and facilities, demonstrating the organization’s commitment to encouraging physical activity participation with view to a healthy work/life balance.

Robertson. I. T. & Cooper. C. L. (2010), has revealed that most current perspectives on employee engagement include little of direct relevance to well-being and reflect a narrow, commitment-based view of engagement. And concluded that the integration of employee engagement and psychological well-being into the construct of full engagement may provide a practically useful approach to improving organizational effectiveness. Swaminathan. J. & Rajasekaran. D. (2010), revealed the influence level of job satisfaction, motivation and effectiveness on employee engagement. Findings of factor analysis revealed that Job satisfaction is the highest influencing factor of Employee Engagement followed by motivation and effectiveness orderly. Correlation analysis provides the demographic factors have no significant influence on Employee Engagement, still there is a decline in Employee Engagement as the age and experience increase. The Employee Engagement decreases as the designation and qualification are higher. There is a positive relationship between working hours and Job Satisfaction. Thus the working hours schedule does affect Job Satisfaction. Welfare facilities and earning enough to maintain family have positive influence on Job Satisfaction and hence in Employee Engagement. Welfare facilities positively relate with contribution i.e. the contribution of the employee will be higher when the welfare facilities are better. The employee will be willing to continue to work when the job security is higher. The employees feel that they do not have freedom to make decisions at crucial occasions as per the percentage analysis. Almost half of the respondents feel that they do not have adequate training. The Legal and disciplinary department respondents have higher Employee Engagement comparing to other departments. Finally they concluded that the Employee Engagement in Tamil Nadu State Transport Corporation measured is considerably high (76%) in this research.
Assuming that Job Satisfaction, Motivation and Effectiveness are the factors of Employee Engagement, the Job Satisfaction level is high so the management may take the suggested measures to increase the motivation and effectiveness and to sustain the existing job satisfaction.

Stander. M.W., & Rothmann. S. (2010), revealed that there is a significant effect of affective job insecurity on the combined dependent variables psychological empowerment and employee engagement. Also it showed that psychological empowerment contributes strongly to employee engagement, especially under conditions of high job insecurity. Stacey. H. (2010), discusses best practices for organizations embarking on employee engagement programs. When viewed as an important business strategy rather than simply as a survey, employee engagement can be leveraged to improve performance outcomes. Best practices include: Create a cross-organizational team to define the goals and strategies of the initiative; identify a clear definition of employee engagement and how its improvement will help the organization; consider the organization’s culture, environment, and geography before selecting assessment methods and delivery tools and share the findings at all levels of the organization. Clearly prioritize actions and expectations. After a previous Watson. T. (2010), study of 90,000 workers identified manager recognition as a top driver of employee engagement, Towers Watson conducted this research to specifically test the strength of this relationship. This 2008 study is based on data collected from 13 countries and interviews with over 10,000 workers. The results show that recognition from the immediate manager or supervisor dramatically “turbocharges” engagement levels. Workers have the most fulfilling recognition experiences when their direct peers are present. For example, a pat on the back from a manager in front of colleagues is a powerful employee engagement booster.
Hewitt. A. (2011), study summarizes results from Aon Hewitt’s 2008-2010 research, which collected data from 6.7 million employees in over 2,900 organizations and identifies trends in engagement around the world as well as the factors that motivate employees. The overall global engagement score fell from 60 percent to 56 percent between 2009 and 2010. This is the largest decline that Aon Hewitt has tracked in 15 years. However, fourth quarter 2010 data implies improvement. The drop is due to declines in Asia-Pacific, Europe, and North America. Meanwhile, engagement in Latin America was consistent over the period. The financial sector is the main sector across regions that contributed to the decline. Respondents were asked about the drivers of their own engagement. Around the world, the top global drivers are career opportunities, brand alignment, and recognition. Kumar. P. D & Swetha. G. (2011), suggested the steps to improve employee engagement i.e. focus on the long term, Obtain buy-in from leadership, Implement measurable actions, Involve all stakeholders, Understand key employee segments and Utilize a broader array of information and analytics. Then they recommended to increasing engagement organizational action are Clarify, Communicate, Develop, Provide, Involve, Lead, Make work meaningful, Manage, Reward, and Socialize. Kenexa. (2011), report provides insight into 2011 employee engagement levels across countries, job types and industries, and examines trends in employee engagement over the last five years to have better understanding of employee engagement and motivation is critically important because it is clearly linked to a wide range of outcomes including job performance, customer satisfaction and, ultimately, organizational performance.

Mani. V. (2011), revealed that Employee Growth, Job Profile, Interpersonal Relationships, Employee Welfare, Empowerment, and Company Information are drivers of employee engagement level. Further Multiple Regression Analysis confirms that the Employee Growth, Job Profile, Interpersonal Relationships, Employee Welfare, Empowerment, and Company Information are strongly
predicting employee engagement. Prasad. D. & Kotni. V.V. (2011), reviewed the concept of Employee Engagement which includes the practices and drivers of Employee Engagement in corporate world. Author highlighted key drivers of engagement are: Trust and Integrity, Nature of Job, Career Growth and Opportunities, Pride of the Company, Co-Workers and Team Leaders, Employee Development, Relationship with the managers, Employee Rewards and Recognition, Competitive Pay Benefits, Creating Service Centers, Healthy Work Environment, Clarity in Communication, Effective Leadership, and Autonomy to do the job.

Stafford. M. (2011), mainly stressing that engaged clients will leads to any organizational survival and success in the concern sector and industry; and it can be achieved by having engaged staffs in their organizations. Further he criticized that the employers are failed to invest in the relationship between employee morale and client engagement. In this regard, author came up with the seven simple ways to engage employees. They are show that their well-being matters, let them teach you, Too, given them appropriate autonomy, Acknowledge successes often, Build their marketability) Clear their line of sight and Talk the talk and walk the walk. Finally, the author concludes that, with the following statement, “you cannot expect to exceed the expectation of your customers if you don’t exceed the employees’ expectations of management – Starbucks CEO, Howard Schultz. Sanborn. P., Malhotra. R. & Atchison. A. (2011), presented overall global employee engagement trends, i.e. overall global average employee engagement score dropped to 56% in 2010 from 60% the previous year and 4 percentage-point change is due to regional score changes in Asia-Pacific, Europe, and North America, top 3 engagement drivers are career opportunities, brand alignment, and recognition. Fortunately, organizations proactively respond to the environment, competition, and changing workforce needs. Wollard. K. K. & Shuck. B. (2011), explored conceptual and empirically driven antecedents of employee engagement. Authors
identified the two levels of antecedent’s i.e. (a) individual antecedents and (b) organizational antecedents. This review made clearly that the antecedents are not process dependent, but rather functions that usher in the conditions for the state of engagement to develop. They highlighted that the employee engagement has implications for all areas of HRD practice: organization development, training and organizational learning, career development, performance management, and strategic change processes. Then, authors propose that engagement is a specialized and customized occurrence, occurring at fleeting moments of time that can prove challenging to capture quantitatively or qualitatively. The concluding thoughts of this study has the potential of a fully engaged workforce would be tremendous. Consider the benefits of raising engagement levels inside organizations by only 5% or 10%; the implications could be enormous for an organizational life cycle and the overall well-being for the workforce.

**Whan. C. (2011)**, recommended three aspects for the organizations for employee engagement: 1. A high-quality product or service that employees can support with confidence 2. Adequate delivery systems that ensure commitments made to customers are easily met by employees 3. Solid policies and practices, including employee evaluation and recognition systems that are honest, straight-forward, and carried out with dignity. **White. B. (2011)**, conducts the annual survey of more than 11,000 human resource professionals from four continents on the topic of employee engagement and the key findings are Fewer than 1 in 3 employees worldwide (31 percent) are engaged and nearly 1 in 5 (17 percent) are actually disengaged. Further it revealed that the strong correlation between engagement levels and age, role/level, and tenure in the organization.

**Anand. V. V. (2012)**, exposed that the organization’s corporate culture, communication, relationship with immediate supervisor, Pay and Benefits, performance appraisal and training and development are the key drivers of employee engagement. Further, One Way ANOVA analysis and it revealed that no
relationship between demographic variables and employee engagement. **Edinger, S. K. (2012)**, focused to study how the managers and management supposed to provide fuel for productivity through the engagement level of their team and employees, and also he stressed that behaviors of senior executives and leaders has a computable impact on level of engagement and yield ratio of their teams’.

**Mahalaksmi K. G. (2012)**, examined the relationship between the employee engagement and corporate boon for effective engagement of the employees. And she added further to her comment, “effective utilization of manpower could happen only when models like employee engagement are correctly assumed by the top management and put into practice”. Finally she highly recommended the following drivers for success of organizations in order to achieve effective engagement. They are: Innovations in the work place, Encouraging employee participation, creation of a stress free and hassle free environment, Hygienic environment, Employee motivation, Encourage team work, Employee Accountability, Employees to face challenges, Advocate change management and Allow free flow of information. This paper concluded that above mentioned ten best practices create a concept called employee engagement in place in organization. Employee engagement is highly needed in India with many diverse cultures.

**Millar, G. (2012)**, stated if you want people to be engaged and motivated by what your organization is setting out to achieve, they first need to be engaged in their own life. Author stressed that the getting employees to commit to company, to pledge their loyalty, by doing all these wonderful things for employees (incentive schemes, share options, health plans, training and development and so on) therefore employees should be more loyal. It is not about giving to get, either. Employees are not stupid. They know when the conditions are true and when it is right to give their all for the company. This is a major step for business, as it will, in future, require an understanding of basic human psychology. Mentoring and coaching that
purport to change people’s world must be different and must use a different language and set of references. Powis, A. (2012), has listed out the various steps and procedures which an organization needs to follow to achieve the award winning employee engagement practices in their firm. Through these practices, the firm can be able to achieve the individual (employee) performance and overall organizational performance; that has been achieved by them. Those activities are: Continuous Communication, Employee Engagement – Group (EEG), Performance – Management Process (PMP), feedback, and Annual staff performance. Especially they focused on Personal – Development Action Planning (PDAP) was purposely separate from the performance reviews. These meetings encouraged open, honest conversations around competencies, values and career ambition, where difficult discussion were not avoided and were seen a positive development opportunity. And then the measured the success with had been achieved. Finally, they concluded that, “employees are proud to work here and go to extra mile get things done. There are high levels of trust in our service, in the organization and in each other”.

Robertson, I.T, Birch, A.J. & Cooper, C.L. (2012), revealed that there are positive correlations between psychological well-being and productivity is stronger than the relationship between positive job and work attitudes (employee engagement). Then multiple regression revealed that the productivity is predicted better by a combination of positive psychological well-being and positive job and work attitudes and further it reveals that psychological well-being has incremental value over and above that of positive job and work attitudes in predicting self-reported levels of performance. Sahoo, C.K. & Misra, S. (2012), has focused on development of conceptual framework towards the employee engagement and revealed the key drivers of employee engagement (i.e. Career Development, Empowerment, Equal Opportunities and Fair Treatment, Pay and Benefits, Communication, Image, Performance Appraisal, Health and Safety, Co-Operation and Family Well-Being) and antecedents – consequences dynamics of employee engagement such as Job Characteristics, Perceived Organizational Support,
Perceived Supervisor Support, Rewards and Recognition and Procedural and Distributive Justice. Also, the authors has come out with the dynamics of employee engagement i.e. employee engagement is the combination of individual commitment, organizational citizenship behavior and employee motivation. The efforts of employee engagement has been analyzed in all the areas like organizational culture, role of top management, employee socialization, redeployment, employee involvement, training initiatives, performance management, pay and reward system and Non-statutory welfare schemes and etc. Authors concluded that by increased employee engagement is highly dependent on leadership and establishes two-way and transparent communications where the people’s personal work and views are valued are respected.

Singh. A. & Shukla. T. (2012), aims to find out variables which are significant to create an engaged workforce and also to identify the measures to be taken to create and maintain engaged workforce in a manufacturing organization. The collected data has been analyzed using one-way ANOVA, it means that all the variables being tested have the same effect and the null hypothesis is not rejected for certain variables like Helping the organization in achieving its objective is a part of my personal goal; I know what is expected of me at work; I find my job more interesting and challenging when I can utilize more of my skill and knowledge; I am able to learn about my job while working in the organization; I get a chance to participate in the discussions about my training and development; It excites me to talk and hear good things about my organization outside; My organization has forum to give publicity to understanding achievement; In my organization the quality of product is seen as very important factor, it can be concluded that they have the same impact across all the respondents. It is concluded that the probability of employee engagement is directly proportional to when there is an alignment of job satisfaction and job contribution.
Wesley. J. R. & Krishnan. S. G. (2013), studied the association between employee engagement level and its drivers. The results factor analysis were identified the six key drivers employee engagement i.e. belief in job and organization, belief in ability to succeed, relations with my colleagues and supervisor, professional advancement, Support and Recognition and influence in decision making and correlation analysis revealed the relationship between the employee engagement level and demographic factors; employee engagement and its predictors. This article concluded that the increased support and recognition, belief in ability to succeed and belief in job and organization will highly correlated with employee engagement level and it supports that employee engagement level relies mainly on the practices of motivational and recognition practices i.e. support and recognition, belief in ability to succeed and belief in job and organization.

2.3. LITERATURE ON INTENTION TO QUIT

Kyndt. E. (2009), revealed that the Appreciation and Stimulation, Leadership skills are positively influencing employee retention, whereas Learning Attitude correlates negatively with employee retention. The multiple stepwise regression showed a significant positive influence of seniority on employee retention. Findings of this study show the importance of considering both the personal (level of education, seniority, self-perceived leadership skills, and learning attitude) and the organisational factors (appreciation and stimulation, and pressure of work) when investigating employee retention. The interplay between organisation and person is crucial when determining and meeting the needs of skilled employees in order to secure their ongoing engagement with the workplace. Adi. A.N. (2012), aims to measure engagement level and driving performance and retention variable and to measured relationship and significance employee engagement with driving performance and retention variable. The relationships were analyzed through correlation analysis and the results were revealed that, the employee engagement has the strongest relationship between commitment; absorption and compensation.
And also correlation is highest percentage of relatedness between absorption and job involvement; then between commitment and absorption and between satisfaction and absorption. Regression analysis is revealed that, Satisfaction; Absorption; Job involvement; Commitment; Trust; Compensation are positively correlated between employee engagement.

Balakrishnan. C., Masthan. D. & Chandra. V. (2013), examined the relationship between employee engagement and employee retention. The authors highlighted the main drivers of employee engagement i.e. communication, rewards and recognition, manager / supervisor relationship, teamwork, role clarity, work environment, career development, compensation and benefits and work life balance. The result revealed that the employee retention can be improved by increasing the level of employee engagement and focusing on few non-financial drivers. Das. B.L., & Baruah. M. (2013), examined the past contributions on employee retention and factors which is affecting the employee retention. Through this study the authors highlighted the following factors which is mainly influencing the employee retention strategies. They are compensation, rewards and recognition, promotion and opportunity for growth, participation in decision making, work-life balance, work environment, training and development, leadership and job security. Then the researchers explores the relationship between various factors affecting the employee retention and job satisfaction.

Tillott. S., Walsh. K. & Maxham. L. (2013), focused on retention strategies wing on practicing encouraging engagement at work. Also the study revealed that ‘engagement’ is often accomplished or represented by terms such as ‘work place’ or ‘workplace empowerment’. Researchers agree that there is a relationship between empowerment, work place satisfaction and nurse engagement. And they found that engaged employees help organizations perform better, since engagement
can be characterized by energy, involvement and positive interaction in the workplace. Further they focused on work culture impact on employee engagement, and then they explained SCARF (Status, Certainty, Autonomy, Relatedness and Fairness) model or framework for engagement and retention. Wesley. J. R. & Krishnan. S. G. (2013), revealed that the employee engagement has significant relationship with turnover intention of the workers. Long. C. S., Perumal. P. & Ajagbe. M. A. (2012), framed the conceptual framework which studies the relationship between HRM Practices (i.e.) Career development, performance management, compensation and benefits, training and employee relations management on turn over intention. They came out with 5 propositions which proves the significant relationship between compensation & benefits, career development, performance management, training and employee relation management on staff turnover intention.

**2.4. LITERATURE ON EMPLOYEE ENGAGEMENT DRIVERS**

Corporate Leadership Council. (2004), has developed a framework which includes link between rational and emotional commitment with discretionary commitment and intent to leave. Report presented the top 50 levers of engagement such as Connection between Work and Organizational Strategy, Importance of Job to Organizational Success, Understanding of How to Complete Work Projects, Internal Communication, and Demonstrates Strong Commitment to Diversity, Demonstrates Honesty and Integrity, Reputation of Integrity, Adapts to Changing Circumstances, Clearly Articulates Organizational Goals, Possesses Job Skills, Sets Realistic Performance Expectations, Puts the Right People in the Right Roles at the Right Time, Helps Find Solutions to Problems, Breaks Down Projects into Manageable Components, Accepts Responsibility for Successes and Failures, Encourages and Manages Innovation, Accurately Evaluates Employee Potential, Respects Employees as Individuals, Demonstrates Passion to Succeed, Cares About Employees, Has a Good Reputation Within the Organization, Innovation, Is Open

Gibbons. J. (2006), examined employee engagement drivers and found the eight drivers of employee engagement and the drivers are: Trust and Integrity, Nature of the job, Line-of-sight between Individual performance and company performance, Career Growth Opportunities, Pride about the company, Coworkers/Team members, Employee Development and Personal Relationship with One’s managers. Report found out the when employee engagement levels increased, a corresponding increase in financial performance indicators followed along with the employee engagement is strongly correlated to a number of individual, group, and corporate performance outcomes including recruiting, retention, turnover, individual productivity, customer service, customer loyalty, growth in operating margins, increased profit margins, and even revenue growth rates.

Seijts. G. H. & Crim. D. (2006), investigated Confidence, Connect, Convey, Clarity, Contribute, Career, Control, Congratulate, Collaborate and Credibility which are known as “ten –C’s” to achieve higher level of engagement among
employees. Further they highlighted that Practitioners and academicians argued that competitive advantage can be gained by creating an engaged workforce in this regard the leaders should actively try to identify the level of engagement in their organization, find the reasons behind the lack of full engagement, strive to eliminate those reasons, and implement behavioral strategies that will facilitate full engagement. These efforts should be ongoing and Employee engagement is hard to achieve and if not sustained by leaders it can wither with relative ease. **Watson Wyatt Worldwide. (2006)**, report aims to identify the drivers and consequences of employee engagement. It is based on a survey of 12,204 fulltime American workers from various levels and industries. After demonstrating the link between employee engagement and financial success, it presents two new ideas: the first is that senior managers can have a greater impact on employee engagement than immediate supervisors. The second idea is that besides employee engagement, “employee effectiveness” is critical in achieving above-and beyond financial results. Companies with already sufficient levels of employee engagement should focus on employee effectiveness to achieve superior results. Employee effectiveness “requires excellence in four critical areas: commitment, line of sight, enablement, and integrity.” While commitment and line of sight drive employee engagement, enablement and integrity are critical for employee effectiveness. Enablement refers to having the training, resources, and power to make changes. Integrity involves understanding and living up to the organization’s values.

**Anne-Marie K. (2007)**, focused on line of sight, employment brand, the role of leadership, role of communication, role of employee development, and role of Corporate and Social Responsibility (CSR) with the employee engagement. Author concluded that communication, leadership, employee development and CSR are the closely related with employee engagement. **Chartered Institute of Personnel and Development Report. (2009)**, sketches key essentials of the contribution engaged employees make to organizational performance. CIPD (2006) research shows
engaged employees perform better than others, are more likely to recommend their organization to others, take less sick leave, and are less likely to quit. Ram. P. & Prabhakar. G. V. (2011), investigates the potential mediating relationship of employee engagement between job characteristics (JC), perceived extrinsic & intrinsic rewards (PEIR), perceived procedural justice (PPJ), perceived distributive justice (PDJ) and perceived supervisor support (PSS) on the one hand, and job satisfaction (JS), job involvement (JI), and organizational citizenship behavior (OCB) on the other. The correlation results indicate that JC has negative correlation to PEIR; JC is correlated with PSS, PPJ, PDJ and Employee Engagement. PEIR is positively correlated to POS, PSS, PPJ, PDJ and Employee Engagement. And also there is a strong correlation between PEIR with JS and OCB. POS has strongly positive correlation between PPJ, PDJ, Employee Engagement, JS, and OCB. The test of significance revealed that the effect of Job Characteristics, Intrinsic and Extrinsic Rewards, Perceived Supervisor Support, Perceptions of Procedural Justice, Perceptions of Distributive Justice on Employee Engagement is also confirmed. Shuck. B., Reio. T.G. & Rocco. T.S. (2011), found that positive correlation between job fit, affective commitment, and psychological climate has proved that employee engagement was positively associated with discretionary effort and negatively and significantly correlated with intention to turnover. Authors concluded that the combination of predictors demonstrated strong effects in that the independent variables in each model predicted at least 38.0% of the variance in the dependent variable.

2.4.1. Compensation and Benefits (CBA)

Mercer’s (2010), study discusses how companies can implement reward and benefits programs to improve employee engagement, and thus performance outcomes. Mercer administered surveys to both employees and employers. Its findings include the following insights: The top four “people issues” for employers are employee engagement, leadership quality, performance management, and talent
management. Compared to a similar survey in 2006, employee engagement levels have actually fallen below prerecession levels; commitment to the organization has fallen by 17 percent in the sample, and 18 percent fewer workers are willing to suggest their firms to others as a better domicile to work. Improving reward and benefits programs can have a positive impact on employee engagement. Engagement, in turn, leads to lower levels of absenteeism and turnover, and improves customer satisfaction and long-term financial success.

Galhena. B.L. & Ranjana. K.A.P. (2011), examined the relationship between employee benefits with job satisfaction, organizational commitment, Intention to Quit and Job stress by using the sample size 80 respondents. In this paper they revealed that employee benefits significantly and positively related to job satisfaction and organizational commitment; employee benefits significantly and negatively related to Intention to Quit and Job Stress through the correlation analysis. Further they used to Independent sample ‘t’ test and ANOVA for analyzing the variables. Through regression analysis they concluded that explanatory power of the non-financial benefits is supervisor to financial benefits.

Johari. O., Yean. T. F., Adnan. Z., Yahya. K. K. & Ahmad. M. N. (2012), assessed the predicting role of human resource management (HRM) practices on employee intention to stay. Four dimensions of HRM practices examined in this study are training and development, career development, compensation and benefits, and performance appraisal. A total of 184 questionnaires were returned and used for data analysis. The findings of regression analysis reported that only compensation & benefits has made impact positively on respondents’ intention to stay.

Berry. M.L. (2010), studied the relationship and effects of employee engagement, compensation fairness, job satisfaction and age with turnover intent by surveyed 1229 faculty members. Through structural modeling, regression analysis, ANOVA
and correlation the author found that the employee engagement is inversely related to turnover intent, compensation fairness is inversely related to turnover intent. Author concluded that the among Gallup 12 questions except one variable all other variables are significantly related to employee engagement and employee engagement is inversely related to turnover intent. In respect with compensation fairness internal compensation, external compensation and benefits are significantly related to turnover intent. Hoy. G. S. (2011), examined the relationship between the HRM Practices, Job Satisfaction (Independent Variables) and Intention to Stay (Dependent Variable) by surveying 130 respondents. Correlation analysis has revealed that the HRM practices (i.e.) compensation and benefits, training and development, performance appraisal, supervisor role and career advancement are has significant and positive relationship to intention to stay. Multiple regression analysis results indicated that only three of the HRM practices namely performance appraisal, career development and compensation and benefits are significant with intention to stay.

Ayache. Z. & Naima. G. (2014), examined the relationship between benefits plan (traditional and flexible) as an independent variables and organization commitment and employees’ intention to quit as a dependent variables by surveying 330 respondents and analyzed the relationships through correlation and linear regression. The results revealed that the both of traditional and flexible benefits plans are related to organization commitment and intention to quit. Further they concluded that the workers under flexible benefits plans demonstrated a higher commitment and lower intention to quit than traditional benefits plan.

2.4.2. Job Characteristics (JCA)

Fried. Y., & Ferris. G. R. (1987), findings support the hypothesized relationships between the job characteristics of skill variety, task identity, task significance,
autonomy and feedback and the psychological states of experienced work meaningfulness, experienced responsibility for outcomes and knowledge of results. 

Kautiman. J. D., Mead. A. D., Rauzi. T. & DeVille. J. O. (2007), found that employees’ engagement was relatively stable over survey administrations i.e. firms overall level of engagement did move slightly over time. Subjective evidence in the firm recommended that managerial churn was a significant cause for lowered engagement. The results of the hierarchical regression modeling of the effect of churn did not support a hypothesis that manager churn, per se, has a general deleterious effect on engagement. Thus the “lasting effects of churn” could not be assessed.

In this study, Bakker., Arnold. B., & Demerouti. E., (2008), review past work to determine two main factors that drive employee engagement: job resources and personal resources. “Job resources” refers to the aspects of the organization that reduce job demands, help employees achieve work goals, and stimulate personal development (Bakker and Demerouti, 2007; Schaufeli and Bakker, 2004). “Personal resources” are “positive self-evaluations” that help individuals feel empowered to have impact upon their environments (Hobfoll et al., 2003). The authors then trace the positive effects of job and personal resources on work engagement, and consequently, on employee and company performance.

Halbesleben. J. R. B., & Wheeler. A. R. (2008), examined work engagement (vigour, dedication, and absorption) and job embeddedness (perceptions of person-environment fit, and the sacrifices involved in quitting) and found that engagement and embeddedness each shared unique variance with in-role performance and intention to leave. Richman. A. L., Civian. J. T., Shannon. L. L., Hill. E. J., & Brennan. R. T. (2008), revealed that perceived flexibility and supportive work life policies were related to greater employee engagement and longer than expected retention. Employee engagement fully mediated the relationship between perceived
flexibility and expected retention and partially mediated the relationship between supportive work life policies and expected retention. Both formal and occasional use of flexibility was positively associated with perceived flexibility, employee engagement, and expected retention.

Williams. J. H. (2008), emphasized on the role and impact of employee engagement on the safety of employees during their work schedule. To attain the reasonable productivity and to reduce workplace accidents in their assigned tasks and duties. He highlighted this point with few examples with regard with the consequences of low safety for the organization. Further, he suggested that the organization and the management or managers should create and develop good environment on the field and they have to support their teams or employees to perform their jobs exactly with the most safety cautions. This article concludes, that safety can be ensured by employee engagement and improving participation.

Baldev. S. R. & Anupama. R. (2010), investigated the relationship between job involvement and organizational commitment as the dependent variables and certain personal attributes and various situational factors as the independent variables. The results of correlation analysis are 2nd order partial correlation between age and organizational commitment after the effect of objectivity and recognition is held not significant; 2nd - order partial correlation between age and job involvement after the effect of career opportunity and pay is controlled not significant. It is clear from the above evidence that the zero order (bivariate) correlation between age and employee engagement is not stable' and reliable but possibly spurious. And none of the four t-values is statistically significant. This study has revealed mainly two determinants of employee engagement through multiple regression analysis i.e. a) organizational commitment which includes the objectivity and recognition and, b) Determinants of job involvement which includes career opportunity and pay.
Kumar. A., Abbas. Q., Ghumro. I. A. & Zeeshan. A. (2011), has predicted the job satisfaction and motivational level of employees through job characteristics and through Correlation analysis revealed that positive and significant relationship between job characteristics and personal outcomes, job satisfaction (general satisfaction, growth satisfaction) and high internal work motivation. And multiple regression results also revealed the significant effect of job characteristics on personal outcomes. Mustapha. N., Ahmad. A., Uli. J., & Idris. K., (2010), found through Correlation and Structural Equation Modeling indicated job characteristics variables has significant relationship with intention to stay. The results also established the presence of mediation effects between the independent and dependent variables.

Naude. O. F. (2010), investigated the relationship between job characteristics, job satisfaction and intentions to quit, by examining 300 respondents. The results Correlation analysis revealed that job characteristics is significantly correlated with job satisfaction and intention to quit. And regression analysis identified that the job characteristics is important predictor of intention to quit. Binti. M.D. (2012), investigated relationship of job characteristics and transactional leadership styles on turnover intention. The findings of correlation analysis and regression analysis resulted dimensions of job characteristics (i.e. skill variety, task identity and feedback) and transactional leadership styles (i.e. contingent rewards, management-by-exception passive) significantly correlated and contributed to the turnover intention. Bhattacharya. D. & Ray. S. (2013), considered seven important job related variables are Intention to leave the job, Job Stress, Job Autonomy, Job Variety, Pay Satisfaction, Experienced Meaningfulness, and Organizational Identification. The relationship between these variables have been examined through the regression analysis i.e. intention to leave the job (as a dependent
variable) and the results revealed that the variables which are considered for this study were the strongest predictors of the intention to leave. The authors concluded that job characteristics are the important predictor of the intention to leave.

2.4.3. Perceived Organization Support (POSA)

Armeli. S., Eisenberger. R., Fasolo. P., and Lynch. P. (1998), reported that the findings are consistent with social exchange views that maintains work effort is encouraged by the receipt of socio-emotional resources, POS fulfills a variety of socio-emotional needs, and the value of POS and the obligation to reciprocate with high performance increase with the strength of socio-emotional needs. Lynch. P., Eisenberger. R., and Armeli. S. (1999), surveyed retail employees in Study 1 and employees from multiple organizations in Study 2 completed a questionnaire investigating the moderating effect of perceived organizational support (POS) on the relationship of employees' fear of exploitation in exchange relationships (reciprocation wariness) and their in-role and extra-role job performance. When POS was low, reciprocation wariness was negatively related to in-role and extra-role job performance. With high POS, reciprocation wariness was positively related to extra-role performance and either positively related to in-role performance (for retail employees) or showed no reliable relationship with in-role performance (for the multi-organizational sample). In deciding on their work effort, reciprocation-wary employees considered how much the organization values their contributions and cares about their well-being.

Eisenberger. R., Armeli. S., Rexwinkel. B., Lynch. P., and Rhoades. L. (2001), revealed that POS positively related to employees' felt obligation to care about the organization's welfare and to help the organization reach its objectives; felt obligation mediated the associations of POS with affective commitment, organizational spontaneity, and in-role performance; and POS and felt obligation increased with employees' acceptance of the reciprocity norm. Rhoades. L. and
Eisenberger. R. (2002), highlighted that types of favorable treatment and outcomes are mediated by POS which will results in mutual benefits to workers and to the firm. Eisenberger. R., Stinglhamber. F. & Vandenbergh. C., Sucharski. I. L. & Rhoades. L. (2002), investigated the relationships among employees’ perception of supervisor support (PSS), perceived organizational support (POS), and employee turnover and suggested that supervisors, to the degree that they are recognized within the organization, contribute to POS and, ultimately, to retention of workers. Allen. D. G., Shore. L. M. and Griffeth. R. W. (2003), investigating antecedents of perceived organizational support (POS) and the role of POS in predicting voluntary turnover was developed and tested in two samples via structural equation modeling. Results suggest that perceptions of supportive HR practices (participation in decision making, fairness of rewards, and growth opportunities) contribute to the development of POS, and POS mediates their relationships with organizational commitment and job satisfaction. Further, POS is negatively related to withdrawal, but the relationships are also mediated.

Robert. R. J., Diane E. R., & John. H. D. (2009), tests the relationship between POS programs and four employee outcomes and finds that investment in such programs is, in fact, beneficial. A meta-analysis on examples from past research indicates that POS programs have a strong positive effect on organizational commitment and job satisfaction. There is a weaker positive effect on task performance, and a strong negative effect on intention to leave. Finally, the authors show that POS programs have a greater effect on these outcomes for non-frontline employees. Frontline (customer facing) employees may be more separated from the “nexus” of the company and less influenced by its policies. This article justifies through empirical evidence investments by Google and other companies in extra services and benefits for employees to help them feel cared for by their organization.
Gokul. A., Sridevi. G. & Srinivasan. P.T. (2012), revealed that employee’s perception of organizational support and their dedication towards their work contributes significantly to their affective commitment. It was also found that engagement mediated the relationship between perceived organizational support and affective commitment. Pathak. D. (2012), showed that Organizational Role Stress is negatively & significantly related with job satisfaction. Biswas. S. & Bhatnagar. J. (2013), assessed direct effect of P-O fit and POS, which affects employee engagement and leads to variance in organizational commitment and job satisfaction. Regression analysis revealed that the POS and P-O fit are the strongest predictors of employee engagement.

Yoshimura. K. E. (2003), explored the predictive relationship between perceived organizational support, affective commitment, perceived supervisory communication, and employee demographics with intention to leave was also explored. Affective commitment, perceived organizational support, and supervisory communication were shown to be positively related. Plessis. L. (2010), investigated that relationship between perceived talent management practices, perceived organizational support, perceived supervisor support and intention to quit. Correlation analysis revealed that a strong practically significant positive correlation between Perceived Organizational Support (POS) and Perceived Supervisor Support (PSS). A strong practically significant positive relationship was found between Perceived Organizational Support (POS) and the employee’s perception of the organization’s Talent Practices. The study confirmed a strong practically significant negative relationship between Perceived Organizational Support (POS) and the employee’s intention to quit and the medium negatively significant with intention to quit and PSS. This study determined a medium practically significant positive correlation between Perceived Supervisor Support (PSS) and the employee’s perception of the organization’s Talent Practices. The findings also establishes a medium practically significant negative relationship
exists between employees’ perception of the organization’s Talent Practices and their intention to quit the organization. Multiple regression confirmed that neither POS nor PSS mediates/moderates the relationship between Perceived Talent Management Practices and Intention to Quit.

Erat. S., Erdil. O., & Kitapçlı. H. (2012), identified the impact organizational support and perception of justice has on the commitment of academicians to their institutions and their intention to quit. Over a thousand academicians participated. Data were analyzed through correlation and regression analysis. Analysis results that perceived organizational support and justice significantly and positively affect commitment and the intention to quit.

Islam. T., Khan. S.R., Ahmad. U. N., Ali. G., Ahmed. I., & Bowra. Z. A., (2013), examined 412 respondents on turnover intentions with the influence of perceived organizational support and organizational commitment. In this regard the authors engaged structural equation model analysis to find the relationship and influence level among the variables. Results revealed that perceived organization support positively affect on affective commitment and normative commitment while negatively on turnover intentions. Further structural equation model has confirmed that affective and normative commitment performs the role of mediator between perceived organization support and turnover intentions.

Wahab. E., Hong. G. C., Shamsuddin. A. & Abdullah. N. H. (2014), examined the effect of perceived organizational support (POS) and affective commitment (AC) on employees’ turnover intention in the manufacturing sector of Malaysia. 297 employees participated in the study. The result of the correlation analysis indicated that perceived organizational support was significantly related to affective commitment. The results also revealed that individuals with higher levels of affective commitment and perceived organizational support tended to report lower
levels of turnover intention. Nasyira. M. N., Othman. M. & Ghazali. H. (2014), examined the relationship between perceived organisational support (POS), perceived supervisor support (PSS), and organizational commitment (OC) with employee’s intention to stay with their current jobs were studied. 717 questionnaires were collected among casual dining restaurants employees in Klang Valley area and Pearson correlation and multiple linear regression were run and results indicated that Perceived Organization Support, Perceived Supervisor Support, and Organizational Commitment were positively correlated with employee’s intention to stay with their current job. Furthermore, Organizational Commitment was also found to be the most influential factor in affecting employees’ staying intention.

2.4.4. Perceived Manager / Supervisor Support (PMSA/PSSA)

Chughtai. A. A. & Buckley. F. (2008), highlights the vital role that both state trust (trust in top management, trust in immediate supervisor and trust in co-workers) and trait trust or trust propensity play in the advancement of employee work engagement, and also examines the interaction effects of state and trait trust on employees’ work engagement. This paper extends the engagement literature by analyzed how the two forms of trust, i.e., state trust and trait trust and work engagement can affect each other. Mark. R. A. & Rebecca. M. C. (2009), looks more deeply at the impact of career development practices on employee engagement and commitment. The authors point out that allowing more opportunities for growth can inspire engagement and satisfaction. HR executives and managers should instill confidence that their organization will help employees develop, learn, and advance. There are several ways to clarify these opportunities: Make a clear development path for employees so they have reasonable expectations; Supervisors should communicate clearly and often about performance
feedback, development needs, and opportunities; There should be better organizational communication about open positions; and If advancement is not available for certain positions, HR leaders can highlight “horizontal” growth opportunities or other ways employees can expand their skills or take on new responsibility.

**Hassan. A. & Ahmed. F. (2011),** revealed that the correlations coefficient among the components of authentic leadership, interpersonal trust and employee work engagement is significant. Further AMOS result revealed that the standard path coefficient between authentic leadership and interpersonal trust was significant. Positive relationship observed between the components of interpersonal trust and employee work engagement. Likewise, the SEM showed that the authentic leadership was positively related to employee work engagement and its major components coefficient of is significant.

### 2.4.5. Learning and Development (LDA)

**Elanie. M., Roberson. B. & Strickland. O. J. (2010),** revealed that the, positive correlation between charismatic leadership and work engagement; positive correlation between charismatic leadership and OCB; and Work engagement significantly positively correlated with OCB. **Neault. R.A. & Pickerell. D.A. (2011),** hosted the Career Engagement model to individual clients and organizational leaders, aid as a link between career counseling and employee engagement interventions (alignment, commitment, contribution, and appreciation). To support career engagement, counselors should help employees find and maintain work that uses their skills, talents, and attributes. Counselors also promoter for lifelong career management to stay challenged, engaging in continuing education, or developing an effective support system for the employees. **Singh. H. (2012),** explored that the training and development helps in Optimum Utilization of Human Resources; Development of Human Resources; Development
of skills of employees; Productivity of the employees; helps building the positive perception; helps in improving upon the quality of work and work-life; healthy working environment; good employee, relationship; helps in improving the health and safety of the organization thus preventing obsolescence; helps in improving the morale of the work force; helps in creating a better corporate image; leads to improved profitability and more positive attitudes towards profit orientation; aids in organizational development; effective decision making and problem solving; developing leadership skills, motivation, loyalty, better attitudes, and other aspects.

**Hemanalini. R. (2013),** examined the impact of Training and Development programs on employee performance by studying the impact of training and development on work attitude, job involvement of employees, impact of work attitude on employees’ performance, and job involvement on employees’ performance. The analysis is made through correlation to find the relationship between the dependent, independent and inter-dependent variables and regression analysis is used to find which factor that influences employee performance the most and how it influenced by interdependent variables. The analysis revealed that there is significant relationship between dependent, independent and interdependent variables and training and development is strongest predictor of employee performance.

**Martin. M. J. (2011),** examined the influence level of human resource practices on employee intention to quit. Recruitment and hiring, training and development, evaluation and supervision and compensation & benefits are considered as important dimensions of human resource practices by the author. Correlation analysis results indicated that recruitment and hiring, training and development, evaluation and supervision and compensation & benefits are significantly correlated with the employees’ intention to quit. Regression analysis has revealed that above mentioned dimensions are the important predictors of employees’
intention to quit. Saeed. M. M. & Shabir. S. (2013), examined the impact of training and development on employees’ skills enhancement and their subsequent intention to quit. Conceptual framework and appropriate literatures were surveyed in respect with training and development, skills enhancement and intention quit. The authors brought five hypotheses and tests were revealed that the training and development is significantly related to the employees’ intention to quit. And also it revealed that the training and development is better predictor of the employees’ intention to quit.

Ashar. M., Ghafoor. M. M., Munir. E. & Hafeez. S. (2013), investigated relationship of two most important perceptions of training with affective commitment and investigated relationship of affective commitment with employee turnover intentions. Pearson moment quotient and linear regression result indicated the significant positive association of both training perceptions with affective commitment and also shows significant negative association of affective commitment with employee turnover intention.

2.4.6. Employee Communication (ECA)

Muchinsky. P. (1977), examined the relationship organization communication to organizational climate and job satisfaction. Results revealed that organizational communication were highly related to both organization climate and job satisfaction. Especially, in an organization where the supervisors trust their employees and deliver adequate information to employees, employees are more likely to be satisfied with their job, think more positively about the organization management and interpersonal relationships within the organization (i.e., organizational climate); and identify more with the organization (i.e., organizational identification. The results also suggested that employees who are less satisfied with their job might primarily communicate with co-workers, while
those who have higher job satisfaction are more likely to communicate with their supervisors more often. Allen, M. W. (1992) examined links between communication, organizational commitment, and perceived organizational support using questionnaire data gathered from 244 university employees. Employee perceptions regarding the top management-employee communication relationship, the quality of top management's communication, and superior-subordinate communication were strongly related to organizational commitment. Perceived organizational support was influenced by the top management-employee communication relationship and the quality of co-worker's and top management's communication. Perceived support mediated the co-worker communication-commitment relationships.

Holwerda, J. (2007), for the betterment and implementation process of employee engagement author stressed the importance of communication among the internal customers of the organization. Harrison, A.G. (2012), has highlighted, “Today’s business climate calls for communications professional who can led and counsel to build strong employee engagement, since the challenging economy has led to a reduced work force, increased work load and greater responsibilities without commensurate salaries”. In this regard he suggested the following five steps to employee engagement. They are: Evaluate your current tools, Connect employees to values, Open the lines of communication, live the brand and remember that your message matters. Finally she concluded that organization should make sure that management communicate over multiple platforms to ensure that you reach your audience. Neves, P. & Eisenberger, R. (2012), found that the management communication was positively associated with a temporal change in POS and POS fully mediates the relationship between management communication and both in-role and extra-role performance. Researchers concluded that management communication affects performance, with implications for practice. Specifically, it reveals that management communication affects performance mainly because it
signals that the organization cares about the well-being and values the contributions of its employees.

**Sarangi. S. & Srivastava. R. K. (2012)**, aims at studying the role and impact of organizational culture and communication on facilitating the employee engagement. Results revealed that Organizational culture has significant positive correlation with vigor of employees is significant, correlation between dedication and organizational culture is significant. The correlation between organizational culture and absorption is significant. Organizational communication has significant positive correlation with vigor of employees is significant, correlation between dedication and organizational communication is significant and organizational communication and absorption is significant. Results of regression analysis revealed that organizational culture and communication are significant predictors of employee engagement. **Sange. R. & Srivasatava. R.K. (2012)**, found that mentoring positively impacts employee engagement and can have lasting positive repercussions for organizations. It has been established repeatedly that providing quality mentoring relationships throughout the organization increases employee engagement in multiple ways. The research paper has concluded that mentoring does have a significant impact on engaging employees.

**Krishnan. S. G. & Wesley. J. R. (2013)**, aims to study the impact level of employee communication on employee engagement level and its association with employee engagement. Correlation analysis revealed the existence of link between employee engagement level and employee Communication; regression analysis indicated statistically that employee communication has made high impact on employee engagement level with the R square value of 0.709 which close to 1. The authors concluded that employee communication is the strongest predictor of employee engagement. **Mohamad. S. F. (2008)**, examined the effects of
communication on turnover intention by surveying 214 respondents and those data were analyzed using one way ANOVA, Correlation analysis. In order to examine the relationship the author came out with five dimensions of overall communication i.e. are co-worker communication, supervisor communication, personal feedback, communication climate, organizational integration, and media quality. The results revealed that the co-worker communication, supervisor communication, personal feedback, communication climate, organizational integration and media quality are positively related to overall communication satisfaction. And further the overall communication satisfaction has significant and negative relationship with the turnover intention.

Nwagbara. U., Oruh. E. S., Ugorji. C., & Ennsra. M. (2013), studied the impact of effective communication on employee turnover intention. The authors has been concluded that effective communication brings low employee turnover intension rate, since the effective communication has positively and significantly correlated with the employee turnover intention which is result of correlation and regression analysis. Jedrzejewska. A. S., & Rutishauser. L. (2013), examined the human resource practices such as development, leadership, participation, autonomy, communication, after work activities, rewards and training (as a key drivers) and employee intention to quit. Results of correlation analysis and regression analysis revealed that human resource practices are significantly and highly correlated with the employee intention to quit. Further the regression analysis revealed that the variables comes under the human resource practices are the strongest predictors of employee intention to quit.

2.4.7. Person-Organization Fit (POFA)

Cable. D. M. & Judge. T. A. (1996), indicated that job seekers’ P-O fit perceptions are predicted by the congruence between their values and their perceptions of recruiting organizations’ values but not by their demographic similarity with organizational representatives. Results also suggested that P-O fit
perceptions predict both job choice intentions and work attitudes, even after controlling for the attractiveness of job attributes. Finally, results suggested that job seekers can manage their future work attitudes by weighing P-O fit in their job choice decisions. Karakurum. M. (2005), investigated the effects of P-O fit operationalized as value congruence between employee and organization, on job satisfaction, organizational commitment and performance of employees working. Results revealed that direct and indirect fit measures are strong predictors of individual outcome variables at individual-level analysis except for supervisor ratings of task performance and overall performance, which were solely predicted by direct fit. Direct fit was the most consistent and effective predictor of individual outcome variables and made a consistent unique contribution to prediction of outcome variables over and above indirect fit measures.

McCulloch. M. C. & Turban. D. B. (2007), examined the incremental value of a measure of actual person–organization fit (P–O fit) as a selection tool beyond cognitive ability for predicting continued length of service and performance for call center agents, a job with historically high turnover. The authors concluded that P–O fit was operationalized as the correlation between managers’ descriptions of the work culture with participants’ work preferences. P–O fit added significant incremental variance in predicting employee retention, but was not related to performance. Sutarjo (2011), indicated that significant relationship lies between P–O fit and employee’s turnover. Author provided ten ways in managing the P-O fit effectively to attain low turnover intention. They are: Process of hire and selection of employees; Deliver communication/message during hire and selection of employee; Socialization; Intervening culture; Comprehensive training; Measure “ideal” and “actual” of organization culture and values; Career development management process; Maintain diversity in the organization ; The role of the leader; and Focus on both the individual and the organization culture.
Rizwan. M., Arshad. M.Q., Atifmun. H. M., Iqbal. F. & Hussain. A. (2014), investigated the determinants of employees’ intention to leave i.e. variables include, job satisfaction, job stress, Organizational commitment, person organization fit, job satisfaction towards intention to leave. 160 respondents were considered for the statistical analysis. Regression analysis revealed that the job stress and person-organization fit variables are predictors of intention to leave. 

Hassan. M. U., Akram. A. & Naz. S. (2012), discovered the influence of person-organization-fit (P-O Fit) and person-job-fit (P-J Fit) on employee turnover intention while considering psychological climate as a mediating variable. Results indicate that both P-O Fit and P-J fit have negatively correlated with turnover intention. Psychological climate partially mediates the relationship between person-organization-fit and turnover intention while fully mediates. Latif. A. & Bashir. U. (2013), studied the relationship between person organization fit, Job Satisfaction and Turnover Intention. Data was collected from 4 different organizations and findings indicate that there is a positive relationship between Person Organization Fit and Job Satisfaction and although the relationship between Person Organization fit and Turnover Intention is not significant but it is not negative in the context of Pakistan.

Awang. A., Amir. A. R., & Osman. W. (2013), investigated the relationship between job behavioral factors (i.e. job satisfaction, job stress, job enrichment, organizational commitment & person-organization fit) and turnover intention. Data were collected from 210 respondents to test the hypothesis and it was tested by using the correlation and regression analysis. The results indicated that job satisfaction, job stress, job enrichment, organizational commitment and person-organization fit are significantly related to the turnover intentions of employees’. The regression analysis identified that the job behavioral factors the predictors of turnover intentions of the employees’.
Bhat. Z. H. (2013), examined the relationship between person organization fit and turnover intentions among 140 bank employees. The data were analyzed by using the correlation analysis and regression analysis. Correlation analysis revealed that there is a significant relationship between person-organization fit and turnover intentions. Further, regression analysis indicated that person-organization fit is the predictor of employees’ turnover intentions. Chen. H. F., Tseng. S. F., Lin. Y. H. & Chang. S. F. (2012), examined relationship between a person-organization fit, job satisfaction, and turnover intention are studied. t-test, correlation analysis, Multiple hierarchical regression analysis were applied to screen the factors influencing turnover intention. Results indicated that the turnover intention of the manager is higher in terms of the job itself rather than the organization. The intrinsic (motivating) satisfaction dimension’s mean is lower than extrinsic (healthcare) satisfaction. Workers with less age, service experience, and institution experience possess lower job satisfaction, while those with lower institution experience have a higher turnover intention. Intrinsic (motivating) satisfaction is the mediating variable for person-organization fit and job turnover intention. Person-organization fit and job satisfaction exhibit a positive correlation, while person-organization fit, job satisfaction, and turnover intention exhibit a negative correlation.

2.5. SUMMARY OF CHAPTER

In this chapter, the researcher addressed reviews on the independent and dependent variables like employee engagement, intention to quit, compensation & benefits, job characteristics, perceived organization support, perceived manager/supervisor support, learning and development, employee communication and person-organization fit and its reviews with respect to relationship among the variables. As a result of literature survey, the researcher identified the gap in previous researches and brings out the framework for the analysis in the next chapters.