

Factors Affecting Employee Performance: A Conceptual Study on the Drivers of Employee Engagement

* *Deepika Pandita*

** *Madhura Bedarkar*

Abstract

Employee Engagement, as a concept, has been gaining significance since the past 10 years. Organizations today consider engaged employees as strategic partners in their businesses. The concept of employee engagement has now gained even more prominence, since many drivers have been identified, which impact employee performance and well-being at the workplace. As companies across industries strive to survive and rise above the stiff competition, physical and mental well-being of employees will be one of the important aspects that HR managers need to focus on. Hence, employee engagement is today seen as a powerful source of competitive advantage, especially in the turbulent times. The present study explored the concept of employee engagement and also throws light on key drivers of employee engagement by analyzing specifically four drivers, namely communication, work-life balance, leadership, and organizational culture. Furthermore, this study also analyzed how these drivers impacted the level of employee performance and well-being at the workplace. The existing literature on drivers of employee engagement indicated that there is paucity of research on these four drivers and their impact on employee engagement. Thus, we focused on these four specific and less researched drivers.

Keywords : employee, employee engagement, human resources, performance, work life balance, communication, HR

JEL Classification : M00, M12, M120

Paper Submission Date : March 3, 2015 ; **Paper sent back for Revision :** March 18, 2015 ; **Paper Acceptance Date :** June 18, 2015

In recent times, due to rapid globalization, Indian organizations have realized that talent is the key to their growth, and is the one strategic resource that any enterprise truly needs. As a result, the human resources (HR) function has made the transition from 'behind-the-scenes' support to become a strategic partner in the businesses. HR has tried to progress from being transactional to strategic, where the head of the HR function is now a vital part of the senior management team. Every organization acknowledges the importance of engaging and motivating its people to perform, and this has gained more prominence with time. However, what is less commonly recognized is that employees want to be engaged in work, wherein they feel that they are contributing in a positive way to something larger than themselves.

Over the years, one of the toughest challenges confronting the CEOs, HR, and the business leaders of many organizations has been to ensure that when their employees check in everyday, they not only do it physically, but also mentally and emotionally. In short, they need to ensure that their employees are truly engaged. Employee engagement has emerged as a critical driver of businesses today. It practically affects the employee morale, productivity, and reasons for staying in a company. Organizations are using their engaged employees as

* *Assistant Professor*, Symbiosis Institute of Business Management (SIBM), Symbiosis International University (SIU), Symbiosis Knowledge Village, Lavale, Pune - 411 042, Maharashtra. Email: deepikapandita@sibm.edu

** *Assistant Professor*, Symbiosis Institute of Business Management (SIBM), Symbiosis International University (SIU), Symbiosis Knowledge Village, Lavale, Pune - 411 042, Maharashtra. Email: madhurabedarkar@sibmpune.edu

a tool of strategic competence. A highly engaged employee will consistently outperform and set new standards of work. In their workplace research on employee engagement, Harter, Schmidt, and Hayes (2002) repeatedly asked employees, whether they had the opportunity to do their best everyday.

Employee engagement is a key challenge which is capturing the attention of executives and HR professionals (Soldati, 2007). Nevertheless, there is an increasing awareness that employee engagement is pivotal to business performance, where engaged employees are the 'backbone' of a good working environment where people are industrious, ethical, and accountable (Levinson, 2007).

Rationale of the Study

Firstly, this study attempts to look at studies which have covered businesses of all sizes in managing and engaging employees by demonstrating how HR systems can be effectively clubbed with new processes to make employee engagement an end to end to practice. Employers know that engaged employees are more productive and ,therefore, every organization needs to analyze the drivers of employee engagement. There are many drivers which have been identified for employee engagement in the organizations. This paper discusses four engagement drivers, namely Communication, Work Life Balance, Leadership, and Organizational Culture. Based on our study, we have conceptualized a model analyzing specifically these drivers of engagement, which lead to employee and organizational performance.

Secondly, the existing literature shows that there is a dearth of academic studies on employee engagement (Saks, 2006). Furthermore, there exists confusion about the concept of employee engagement, as discussed in this paper later. Thus, this study aims at imparting clarity on the concept of 'employee engagement' by presenting some important definitions of employee engagement.

Methodology

To continue with the work on employee engagement and as an endeavor to bring some clarity in the area of employee engagement, this paper is based on a systematic review of literature on employee engagement, which seeks to synthesize the current thinking and evidence on this topic. Emphasis is drawn specifically on four drivers of engagement namely culture, communication, work - life balance, and leadership, which have an impact on the performance of the employee. A model has been conceptualized based on these findings. The literature for this study was predominantly sourced from Internet searches and use of management journal databases such as EBSCO, Emerald, Elsevier, and Scopus.

Employee Engagement : Meaning, Definitions, Scope, and Nature

Employee engagement is a matter of concern for leaders and managers in organizations across the globe, as it is recognized as a vital element in determining the extent of organizational effectiveness, innovation, and competitiveness. The term 'employee engagement' is rooted in academic research, though it was considered largely as a practical consultancy issue until the 1990s. Though, since then, the concept has been attracting greater attention from scholars in disciplines such as business and management, psychology, and organizational behavior. However, there is a paucity of critical academic literature on the subject of employee engagement (Kular, Gatenby, Rees, Soane, & Truss, 2008).

It is a difficult and an extensive exercise to define engagement and outline its scope. Each study on employee engagement explores it under a different context. As a result, there is absence of a universal, standardized, and a unanimously accepted definition of employee engagement. In addition to this, employee engagement has been associated with other well-researched and established constructs such as 'organizational commitment',

'organizational citizenship behaviour,' 'job involvement,' and so forth. Thus, in order to understand the construct of employee engagement with greater clarity, we have to rely on several studies on the respective subject.

Though many organizations have understood and accepted the importance of employee engagement, it has been a challenge for them to get employees engaged. The role of leaders has been questioned with reference to fostering of employee engagement in organizations.

According to Amabile and Kramer (2012) as cited in Mukerjee (2014):

Senior executives routinely undermine creativity, productivity, and commitment by damaging the inner work lives of their employees in four avoidable ways. As a senior executive, you may think you know what Job Number 1 is: developing a killer strategy. In fact, this is only Job 1a. You have a second, equally important task. Call it Job 1b: enabling the ongoing engagement and everyday progress of the people in the trenches of your organization who strive to execute that strategy. (p. 124)

This paper presents several definitions of employee engagement in a chronological order so as to aid in understanding the evolution of the concept.

An earlier piece of engagement literature by Goffman (1961) put forth that the concept of engagement is rooted in role theory. He defined engagement as the “spontaneous involvement in a role” and a “visible investment of attention and muscular effort”. Katz and Kahn (1966) stressed on the general need for employees to engage with their work and organizations. Though their work does not use the term 'employee engagement' directly, it acknowledges the need for engagement and its association with organizational effectiveness.

Kahn (1992), who is considered as an academic parent of the employee engagement movement, introduced the concept of 'personal engagement'. He defined personal work engagement as the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. To explain the phenomenon, Kahn (1992) referred to three conditions, that is, psychological safety, psychological meaningfulness, and psychological availability, which result in employee engagement. Employees experience psychological safety in the presence of other members when they relate themselves to their role performances, and they are provided with sufficient personal resources to dedicate themselves to such performances. Their work is sufficiently meaningful to them. As employees feel psychologically safe and their work is meaningful to them, they are psychologically available. Thus, the condition of psychological availability refers to a situation, wherein employees draw on their whole selves in an integrated and focused manner to enhance their role performances. Thus, Kahn's definition of employee engagement suggests that employee engagement is a multi-faceted construct. Kahn claimed that the more of ourselves we give to a role, the more exciting and comfortable is our performance. Goffman and Kahn both observed that individuals do not assign themselves equally to each role.

May, Gilson, and Harter (2004) tested Kahn's model and their findings supported the view that the psychological conditions of meaningfulness, safety, and availability are positively linked to engagement. Robinson, Perryman, and Hayday (2004) defined engagement as one step ahead of commitment. They defined employee engagement as a positive attitude of employees towards their organization and its values, wherein employees have awareness of business context and work to improve job and organizational effectiveness. More importantly, this study stressed the two-way nature of employee engagement.

Another prominent definition of engagement emerged from the contribution of Schaufeli and Bakker (2004). They coined the term 'job engagement' and further defined it as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption. Thus, engagement is characterized by vigour, dedication, and absorption.

Hewitt Associates (2004) developed a 18-item scale to measure employee engagement. It defined engagement as the state in which individuals are emotionally and intellectually committed to the organization

or group, as measured by three primary behaviours: Say (Employees speak positively about the organization to others inside and out), Stay (employees display an intense desire to be a member of the organization), and Strive (employees exert extra effort and engage in behaviours that contribute to business success). Engaged employees exhibit these three behaviours, namely say, stay, and strive. Saks (2006) extended the concept of employee engagement to include two important aspects, job engagement and organization engagement. It is widely believed that his work restored employee engagement as a serious construct.

Flemming and Asplund (2007) of Gallup, in their book titled *Human Sigma: Managing Employee-Customer Encounter* defined employee engagement as the ability to capture the heads, hearts, and souls of employees to instill an intrinsic desire and passion for excellence. They further pointed out that engaged employees wanted their organization to succeed because they felt connected emotionally, socially, and even spiritually to its mission, vision, and purpose. The study and the subsequent full report by Truss, Soane, Edwards, Wisdom, Croll, and Burnett (2006) established that Kahn's view of employee engagement was operationalized in such a large survey covering a sample of 2000 respondents.

In an interim report by Kingston Business School to CIPD, Kular et al. (2008) observed that engagement is about creating opportunities for employees to connect with their colleagues, managers, and the wider organization. It is also about creating an environment where employees are motivated to want to connect with their work and really care about doing a good job.

Macey and Schneider (2008), in their work, commented that the definition of engagement could be classified on three different bases, that is, psychological, behavioural, and trait. When engagement is described as 'what it is,' it is being classified on the basis of a 'psychological state'. It is classified as 'behavioural engagement,' when one analyzes the behavior it causes. Engagement is also defined on the basis of attitude towards one's work (trait). They further suggested that 'trait engagement' gets reflected in an individual's 'psychological state,' which results in 'behavioral engagement'. They defined engagement as a discretionary effort or a form of in-role or extra role effort or behavior beyond preserving the status quo, and instead focusing on initiating or fostering change in the sense of doing something more and/or different.

Newman and Harrison (2008) defined engagement as the simultaneous presence of three behaviours in employees, namely, their performance in job, citizenship behavior, and involvement. Stuart, Cutter, Cook, and Winterton (2013) defined engagement as how positively the employees thought about the organization, felt about the organization, and were proactive in relation to achieving organizational goals for customers, colleagues, and other stakeholders.

Drivers of Employee Engagement

Many studies have been conducted to identify the key drivers of employee engagement. It is very important to understand what drives engagement for an employee. The drivers act as a force to engage employees in the organization in order to perform in their respective workplaces.

A study on drivers of engagement predicted four drivers, namely employee welfare, empowerment, employee growth, and interpersonal relationships (Mani, 2011). Crim and Seijit (2006) identified the 10 Cs of employee engagement, namely connect, career, clarity, convey, congratulate, contribute, control, collaborate, credibility, and confidence. The three elements of employee engagement, that is, contributions, connections, growth and advancement were identified through a study by Wallace et al. (2006) (as cited in Mani, 2011). Britt, Adler, and Bartone (2001) predicted employee involvement and commitment as engagement drivers.

A study conducted by Robinson et al. (2004) identified the following as predictors of employee engagement: leadership, relationships at work, total reward, recognition, work-life balance, and work itself. Another study by Robertson-Smith and Markwick conducted in 2005 identified the following drivers: job satisfaction, feeling valued and involved, equal opportunity, health and safety, length of service, and communication & co-operation.

A study by Towers Watson (2009) identified the following three predictors of engagement :

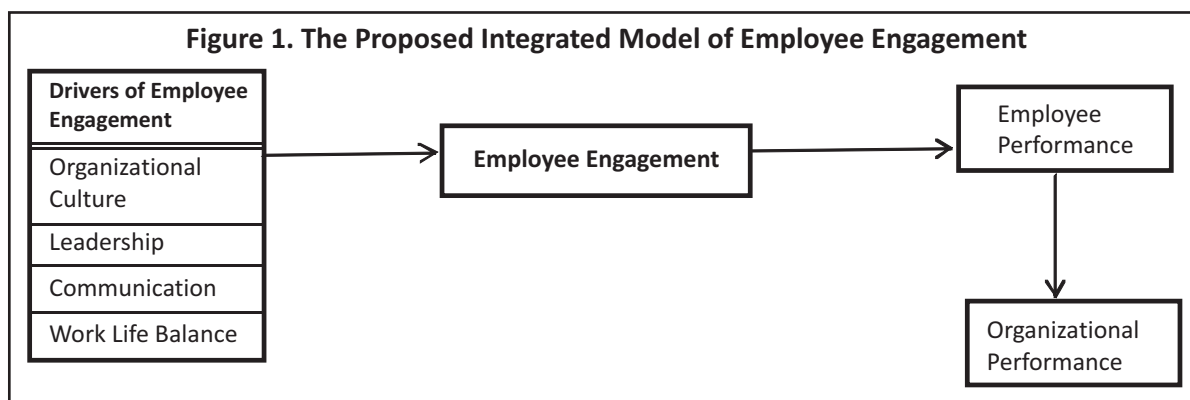
- (1) Rational** : How well the employee understands roles/responsibilities,
- (2) Emotional** : How much passion an employee can bring to work,
- (3) Motivational** : How willing is the employee to invest discretionary effort to perform his/her role.

A study done by Aon Hewitt Consulting (n.d. -a) identified the top five global engagement drivers for the year 2011. These were career opportunities, brand alignment, recognition, people/HR practices, and organizational reputation. Through the economic downturn and into the recovery, employees were more concerned about what the company stood for and the consistency between the stated employer value proposition and the day-to-day reality of work. Brand alignment and recognition were also top global drivers in 2009, with pay and managing performance in 2009 being replaced with people/HR practices and organizational reputation . Across the regions, the top two drivers - career opportunities and brand alignment - have remained consistent.

In another study by Aon Hewitt Consulting (n.d. - b), just over half of the employees were found to be passive or actively disengaged. Employees have high levels of stress and exhaustion as a result of doing more with less. It is at its lowest threshold among employees who have been impacted by corporate transactions, corporate transformations, and restructurings. The study illustrated the value of highly engaged employees who significantly outperformed others in all key result areas. However, only 10% of the employees in an organization demonstrated such highly engaged behavior. What is of greater concern is that 30% of such employees today are ready to leave their organizations, whereas a large disengaged force is not considering leaving their organizations. In either case, value is getting destroyed. One of the primary drivers for disengagement during a recession is restructuring or merger and acquisition activities. In the early stage of an M&A, employees are excited, energized, and more engaged. As concerns about the reality of integration and restructuring set in, employees may start to disengage. Strategies must be in place to anticipate and manage the ebb and flow of engagement during a significant corporate transaction - to reduce the amount of time and the number of people that disengage.

The Proposed Model

As discussed earlier in this paper, we have focused on four specific drivers of engagement, and we assume that these drivers lead to employee performance, which ultimately results in higher organizational performance. The Figure 1 presents our integrated framework of the drivers of employee engagement impacting employee performance.



The association between each of these drivers and employee engagement is as follows:

(1) Organizational Culture and Employee Engagement: Organizational culture is seen as something like an operating system of the organization. It helps us in understanding how employees think, act, and feel. In recent times, it has become a popular construct.

Trompenaars and Hampden-Turner (1998) defined culture as the way in which a group of people solved problems and reconciled dilemma. Researchers have defined organizational culture as a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

Research has demonstrated that both cultural alignment and engagement have a proven relationship with an employee's performance. Together, the two forces have a more positive impact on revenue than when working independently. One without the other poses a grave risk for the organization. A culture that focuses on high performance can attract and engage high-potential talent who bring their strong capabilities and are also energized by the company's core values (Hewitt Study, 2004).

High performance cultures create a stimulating work environment and processes where top talents are inspired and have the support to provide extra effort. Among other practices, they set stretch goals, assign high-impact, high-visibility projects, and manage career paths of their high potentials to keep those individuals totally engaged. The best way to accomplish this is not by looking at employee engagement alone, but also by gaining an understanding of the organizational context and culture the employees work within. It is the combination of a healthy culture and engaged employees that is most critical to improving an organization's effectiveness and the experiences of the people in it.

(2) Leadership and Employee Engagement : Xu and Thomas (2011) stated that leadership is a key antecedent of engagement. Leadership research shows that certain leadership behaviours have a clear association with engagement constructs such as motivation, job satisfaction, organizational commitment, proactive behaviours, and organizational citizenship behavior. Trust in the leader, support from the leader, and creating a blame-free environment are considered as components of psychological safety, a condition proposed by Kahn, which leads to employee engagement. Studies by Judge and Piccolo (2004), Lee (2005), Erkutlu (2008), Griffin, Parker, and Mason (2010) provided evidence of an association between positive leader behaviors & follower attitude and behaviours linked with engagement. A few other studies attempted to provide direct evidence of an association between leadership and employee engagement (Xu & Thomas, 2011).

A study by Atwater and Brett (2006) (as cited in Xu & Thomas, 2011) identified three leadership behaviours, namely employee development, consideration, and performance-orientation. The first two behaviours are labeled relationship-oriented and the third as task oriented. They further stated that employee engagement included facets of work on which leaders can take action. Alban-Metcalf and Alimo-Metcalf (2008) presented a positive correlation between leadership scales and engagement constructs such as job and organizational commitment, motivation, and job satisfaction.

Papalexandris and Galanki (2009) (as cited in Welch, 2011) identified two factors which were positively linked with engagement, namely management and mentoring behaviours such as imparting confidence to followers, power sharing, communication, providing role clarification, and articulation of vision, which could be characterized as inspirational, visionary, decisive, and team-oriented. More importantly, their study found that only certain leader behaviours were associated with engagement, especially those that enhanced follower performance and which enabled followers to relate with organizational goals. Studies by May et al. (2004), Saks (2006), Bakker, Hakanen, Demerouti, and Xanthopoulou (2007) showed that higher levels of engagement were observed for employees with their supervisors exhibiting more relationship-related behaviours.

(3) Work - Life Balance and Employee Engagement : Interestingly, work - life balance (WLB) has emerged as an important driver of employee engagement. WLB, in its broadest sense, is defined as a satisfactory level of involvement or 'fit' between the multiple roles in a person's life. The ability of an employee to find time for his/her work and family is a crucial factor for the success of his/her performance at the workplace. WLB usually refers to one of the following: organizational support for dependent care, flexible work options, and family or personal leave.

Mostly, WLB comprises of flextime, which permits the employees to vary their start and finish times provided a certain number of hours is worked; compressed workweek, in which employees work a full week's worth of hours in four days and take the fifth off ; working from home (telework) ; sharing a full-time job between two employees (job sharing) ; family leave programs (e.g., parental leave, adoption leave, compassionate leave) ; onsite childcare ; and financial and/or informational assistance with childcare and eldercare services. However, Hallberg and Schaufeli (2007) obtained two results; first, they identified a connection between excessive workload and emotional exhaustion. However, they found out that increased workload was related to higher levels of engagement.

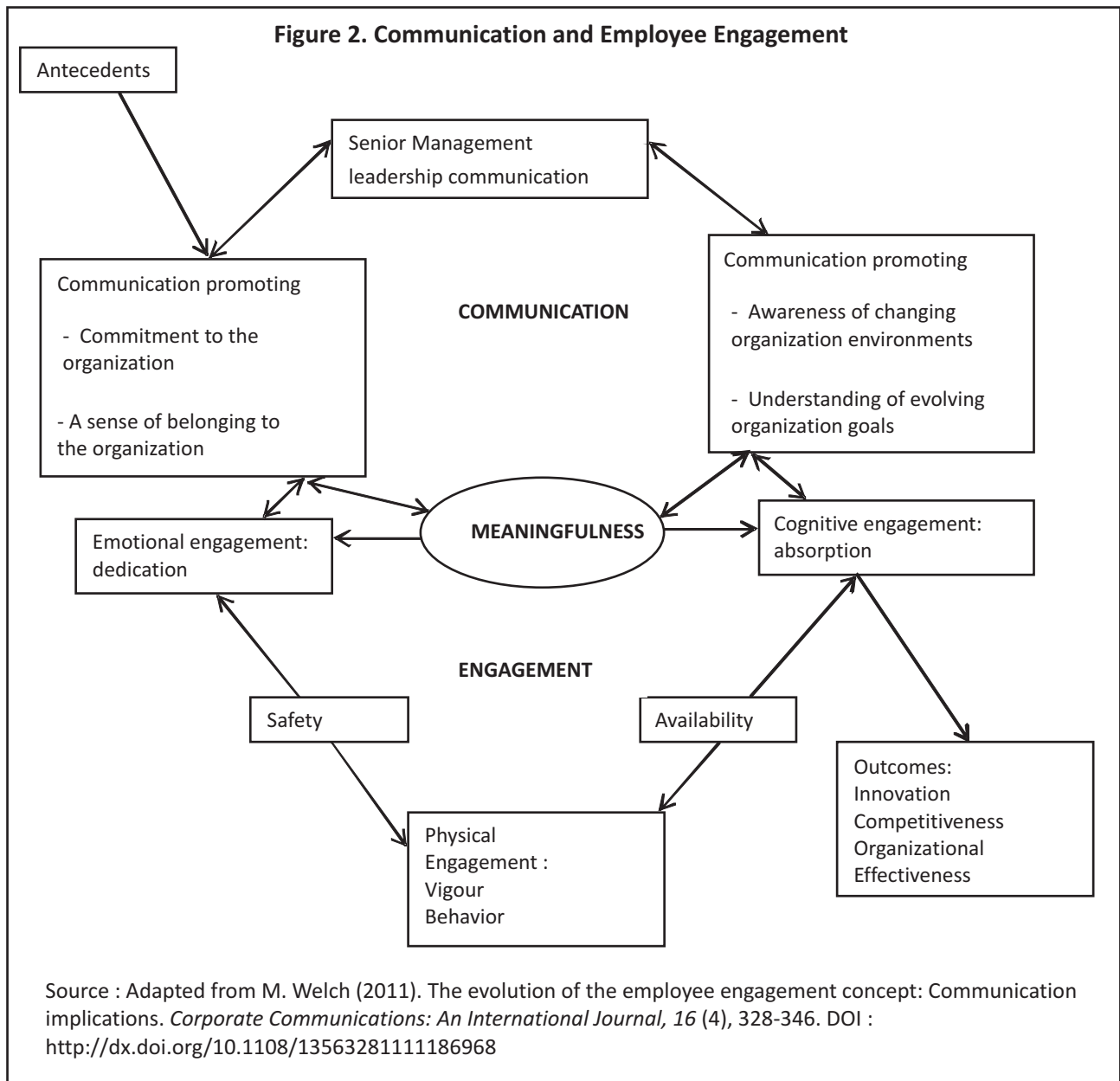
(4) Employee Engagement and Employee & Organizational Performance : Significant attention has been given to linkage of employee engagement with the financial results of organizations. Several studies have observed that employee engagement initially results in greater employee performance, which further leads to enhanced organizational performance ("Gallup study : Engaged employees...", 2006 ; Tower Perrin, 2006).

A study by Robertson-Smith and Markwick (2009) pointed out that engagement provides employees with an opportunity to invest themselves in their work and also creates a sense of self efficacy. Research on the consequences of employee engagement indicates that engagement may result in positive health and positive feelings towards work and the organization. The Gallup study (2006) reported improved health and well being in engaged employees. Engagement may lead to mindfulness, intrinsic motivation, creativity, authenticity, non-defensive communication, ethical behavior, increased efforts and overall, a more productive and happy employee (Kahn, 1990 as cited in Robertson-Smith & Markwick, 2009).

Organizational outcomes of engagement could be customer loyalty, employee retention, employee productivity, advocacy of the organization, and business success (Robertson-Smith & Markwick, 2009). Harter et al. (2002), in their meta analysis of 7,393 business units covering three companies, found that there existed a relationship between employee engagement, customer satisfaction, productivity, profit and employee turnover, which ultimately lead to increased likelihood of business success.

(5) Communication and Employee Engagement : MacLeod and Clarke (2009) emphasized that employees required clear communication from superiors to relate their role with the leadership vision. Furthermore, they identified poor communication as a barrier to engagement. Engagement is affected by internal communication. Internal communication is an organizational practice, which effectively conveys the organizational values to all employees and thus, obtains their support in reaching the organizational goals. Thus, internal communication is crucial for ensuring employee engagement (Bakker et al., 2011 and Papalexandris & Galanaki, 2009 as cited in Welch, 2011).

In her study, Welch (2011) developed a conceptual model which explains the impact of communication on employee engagement. This model recognizes engagement as a three-component construct. These three components are Kahn's emotional, cognitive, and physical dimensions. These constructs are further linked with three other dimensions, proposed by Schaufeli and Bakker (2004), namely, dedication, absorption, and vigour. This model also integrates organizational commitment as an antecedent of engagement. It links 'senior management leadership communication' with employee engagement. It positions 'commitment to the organization' and 'a sense of belonging to the organization' as a mediating antecedent engagement variable, while communication-related engagement outcomes are 'awareness and understanding of changing



organizational environment and goals'. The conceptualized outcomes are innovation, competitiveness, and organizational effectiveness, which are promoted by internal corporate communication.

The Figure 2 presents the conceptual model for the employee engagement concept and internal corporate communication.

Managerial Implications

Kahn (1992) proposed in his study that high rankings of engagement led to both optimistic outcomes for individuals and the organizations in terms of productivity and profitability. The Gallup Study (2006) also found critical associations between employee engagement, customer loyalty, business growth and profitability, showcasing 18% higher productivity in their top-quartile business units as compared to the bottom-quartile

business units. These studies support the link between employee engagement and customer loyalty. An organization's success is largely due to customer loyalty; the company did this by creating a blog for its workers and customers to freely voice their opinions and continues to encourage them to produce videos conveying their feelings for the company. This proves that employee engagement is important to an organization's success by improving productivity and gaining customer loyalty. This is especially true for the service sector where employees come face-to-face with customers. Managers today are looking for engaged employees for better productivity of the team. Organizations have come to realize that it is much more costly to hire new people and believe that by training and developing the current employees, feelings of being valued at the organization will be generated in the employees, and is a more influential reason for them to stay. Studies have revealed that highly engaged employees are less likely to turnover and be absent from work.

Conclusion

Companies have to give their employees the liberty to make their work exciting and creating a conducive environment for having an engaged work life. Employees are the key assets of any organization, and if they are not given the right space and time to make a perfect blend of work and fun at the workplace, then a sense of disengagement sets in the employees.

Both cultural alignment and engagement have an established relationship with individual employee performance. A culture that intends to create high performance teams and organizations can attract and engage high-potential talent who bring their strong capabilities and are also energized by the organization's core values. Studies have proven that there exists a positive correlation between leadership and engagement constructs such as job and organizational commitment, motivation, and job satisfaction.

Organizations have realized the significance of work-life balance and are practicing it to the extent possible. This is because organizations have realized that a majority of their workforce belongs to the Gen 'Y' category, who largely believe in principles such as flexibility, 'YOLO,' that is, You Only Live Once, autonomy, creativity, and so forth.

Organizations and employees are both dependent on each other to fulfill their goals and objectives. Therefore, employee engagement should not be a one-time exercise, but it should be integrated in the culture of a company. Employee engagement should be a continuous process of learning, improvement, and action. At the end of the day, organizations value what brings about the results they most desire: improved performance and overall effectiveness. Thus, organizations today should actively look forward to fulfill employees' expectations and thus, create an impact on the performance of the employees, which directly affects the organization's performance. The study of the four factors mentioned in the paper helped us in conceptualizing the factors that drive employee engagement.

Limitations of the Study and the Way Forward

This study has highlighted the four variables, that is, culture, leadership, work-life balance, and communication as the drivers which drive employee engagement and thus, bring about employee performance. However, the study is conceptual and largely draws from existing literature on employee engagement and organizational performance.

There are many other dimensions of employee engagement which determine the level of organization performance. However, the present study focused on four specific dimensions only. There is a wide range of other drivers which can be further explored to understand the construct of employee engagement. However, since this is a qualitative study, one can test the model by collecting primary data and conducting an empirical analysis.

References

- Alban-Metcalf, J., & Alimo-Metcalf, B. (2008). Development of a private sector version of the (engaging) transformational leadership questionnaire. *Leadership & Organization Development Journal*, 28 (2), 104- 121. DOI : <http://dx.doi.org/10.1108/01437730710726813>
- Aon Hewitt. (n.d. - a). *Trends in global employee engagement*. Retrieved from http://www.aon.com/attachments/thoughtleadership/Trends_Global_Employee_Engagement_Final.pdf
- Aon Hewitt. (n.d. - b). *Engagement 2.0. Focus on the right people. Build the excitement*. Preserve the passion. Retrieved from http://www.aon.com/attachments/engagement_2%20oct2010.pdf
- Bakker, A.B., Hakanen, J.J., Demerouti, E., & Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Psychology*, 99 (2), 274-84.
- Britt, T.W., Adler, A.B., & Bartone, P.T. (2001). Deriving benefits from stressful events: The role of engagement in meaningful work and hardiness. *Journal of Occupational Health Psychology*, 6 (1), 53-63.
- Crim, D., & Seijts, G. M. (2006). What engages the employees the most Or, the ten C's of employee engagement. *Ivey Business Journal Online*. Retrieved from <http://iveybusinessjournal.com/publication/what-engages-employees-the-most-or-the-ten-cs-of-employee-engagement/>
- Erkutlu, H. (2008). The impact of transformational leadership on organizational and leadership effectiveness: The Turkish case. *Journal of Management Development*, 27(7), 708-726. DOI: <http://dx.doi.org/10.1108/02621710810883616>
- Flemming, J. H., & Asplund, J. (2007, November 8). Where employee engagement happens. *The Gallup Management Journal*. Retrieved from <http://www.gallup.com/businessjournal/102496/where-employee-engagement-happens.aspx>
- Gallup study: *Engaged employees inspire company innovation. National survey finds that passionate workers are most likely to drive organizations forward*. (2006, October 12). Retrieved from <http://missionfacilitators.com/wp-content/uploads/2013/03/Engaged-Employees-Drive-Organizations-Forward.pdf>
- Goffman, E. (1961). *Role-distance. Life as Theater: A dramaturgical source book* (pp. 123-132). USA : Transaction Publishers.
- Griffin, M.A., Parker, S.K., & Mason, C.M. (2010). Leader vision and the development of adaptive and proactive performance: A longitudinal study. *Journal of Applied Psychology*, 95 (1), 174- 182. doi: 10.1037/a0017263
- Hallberg, U. E., & Schaufeli, W. B. (2006). "Same same" but different? Can work engagement be discriminated from job involvement and organizational commitment? *European Psychologist*, 11 (2), 119 - 127.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002). Business - unit - level relationship between employee satisfaction, employee engagement, and business outcomes: A meta analysis. *Journal of Applied Psychology*, 87(2), 268-279.
- Hewitt Associates LLC. (2004). *Research Brief: Employee engagement higher at double digit growth companies*. Retrieved from <http://www.mckpeople.com.au/SiteMedia/w3svc161/Uploads/Documents/016fc140-895a-41bf-90df-9ddb28f4bdab.pdf>

- Judge, T.A., & Piccolo, R.F. (2004). Transformational and transactional leadership: A meta-analytic test of their relative validity. *Journal of Applied Psychology*, 89 (5), 755-768. DOI: 10.1037/0021-9010.89.5.755
- Kahn, W.A. (1992). To be fully there: Psychological presence at work. *Human Relations*, 45 (4), 321- 349. doi: 10.1177/001872679204500402
- Katz, D., & Kahn, R.L. (1966). *The social psychology of organizations*. New York, NY : Wiley.
- Kular, S., Gatenby, M., Rees, C., Soane, E., & Truss , K. (2008). *Employee engagement: A literature review* (Working Paper Series No. 19). Kingston University. Retrieved from http://business.kingston.ac.uk/sites/default/files/6_rp_employengag.pdf
- Lee, J. (2005). Effects of leadership and leader-member exchange on commitment. *Leadership & Organization Development Journal*, 26 (8), 655- 672. DOI: <http://dx.doi.org/10.1108/01437730510633728>
- Levinson, E. (2007). *Developing high employee engagement makes good business sense*. Retrieved from www.interactionassociates.com/ideas/2007/05/developing_high_employee_engagement_makes_good_business_sense.php
- Macey, W.H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1 (1), 3-30. DOI: 10.1111/j.1754-9434.2007.0002.x
- MacLeod, D., & Clarke, N. (2009). *The MacLeod Review – Engaging for success: Enhancing performance through employee engagement*. London : Department for Business Innovation and Skills.
- Mani, V. (2011). Analysis of employee engagement and its predictors. *International Journal of Human Resource Studies*, 1 (2), 15- 26. doi:10.5296/ijhrs.v1i2.955
- May, D.R., Gilson, R.L., & Harter, L.M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77 (1), 11-37. DOI: 10.1348/096317904322915892
- Mukerjee, K. (2014). Fostering employee engagement in organizations: A conceptual framework. *International Journal of Management Practice*, 7 (2), 160 - 176.
- Newman, D.A., & Harrison, D.A. (2008). Been there, bottled that: Are state and behavioural work engagement new and useful construct "wines" ? *Industrial and Organizational Psychology*, 1 (1), 31-35. DOI: 10.1111/j.1754-9434.2007.00003.x
- Robertson-Smith, G., & Markwick, C. (2009). *Employee engagement: A review of current thinking* (Report 469). Brighton, UK : Institute for Employment Studies.
- Robinson, D., Perryman S., & Hayday, S. (2004). *The drivers of employee engagement* (Report 408). Brighton, UK : Institute for Employment Studies.
- Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21 (7), 600-619. DOI: <http://dx.doi.org/10.1108/02683940610690169>
- Shaufeli, W.B., & Bakker, A.B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi sample study. *Journal of Organizational Behaviour*, 25 (3), 293-315. DOI: 10.1002/job.248
- Soldati, P. (2007). *Employee engagement: What exactly it is?* Retrieved from <http://www.management-issues.com/opinion/4008/employee-engagement--what-exactly-is-it/>

- Stuart, M., Cutter, J., Cook, H., & Winterton, J. (2013). Who stands to gain from union-led learning in Britain? Evidence from surveys of learners, union officers and employers. *Economic and Industrial Democracy*, 34(2), 227 - 246.
- Tower Perrin. (2006). *Ten steps to creating an engaged workforce: Key European findings*. Towers Perin HR Services. Retrieved from www.cipd.co.uk/binaries/Creating_engaged_workforce.com
- Towers Watson. (2009, December). 'Turbocharging' employee engagement : *The power of recognition from managers-Part I*. Retrieved from <http://www.towerswatson.com/en/Insights/IC-Types/Survey-Research-Results/2009/12/Turbocharging-Employee-Engagement-The-Power-of-Recognition-From-Managers-Part-1>
- Trompenaars, F., & Hampden-Turner, C. (1998). *Riding the waves of culture* (p. 162). New York: McGraw-Hill.
- Truss, C., Soane, E., Edwards, C., Wisdom, K., Croll, A., & Burnett, J. (2006). *Working Life: Employee attitudes and engagement 2006*. London : Chartered Institute of Personnel and Development.
- Welch, M.(2011). The evolution of the employee engagement concept: Communication implications. *Corporate Communications: An International Journal*, 16(4), 328-346. DOI : <http://dx.doi.org/10.1108/13563281111186968>
- Xu, J., & Thomas, H. C. (2011). How can leaders achieve high employee engagement? *Leadership & Organization Development Journal*, 32(4), 399 - 416. DOI : <http://dx.doi.org/10.1108/01437731111134661>