

FRAMEWORK FOR EMPLOYEE ENGAGEMENT

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Declaration

It is hereby declared that

1. The thesis submitted is my/our own original work while completing degree at Brac University.
2. The thesis does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The thesis does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
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Executive Summary

Employee engagement is term used by organization and researcher to determine the level of commitment and emotional state employee willing to commit. The report is created to discuss and define employee engagement in theoretical detail within relevant context. Behavioral definitions of engagement is defined as a high levels of activity, initiative, and responsibility. Organization need to better comprehend how different employees are impacted by different drivers of engagement.

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Introduction

In post information world that is fluctuating in terms of nature of work and the variety of the workforce, employees is key to competitive advantage in changing business environment. Companies recognizing the necessity that enhance employee engagement will have an edge over rivals. Competitors resolve to overcoming this challenge as engaged employees can be achieved overnight.

In this current environments, it is difficult to exactly specify roles and responsibilities. It is more likely that employees will face more difficult policymaking circumstances than ever before. Organizations must rely on employees to act to achieve given objectives.

Also, employees wants environment where they can be involved with employee and feel that they are contributing positively to something larger than themselves.

This report is partially inspired by Employee Engagement by Castellano. We will use employee engagement framework as an initial foundation and contextually explain its relevance in Employee Engagement. In the report, we will discuss how certain main driver can enhance employee engagement in organization. Also with theatrical definition behind outcome of engagement.

Literature review

Employee engagement

Engagement is the new trend for every manager in company. It's defined as when employees invest emotionally, mentally, and physically to achieve the objectives set by the organization. [1]

Employee engagement is a dedication that employee gives in work. To these engaged employees, it is the interest towards one's job that makes all the difference in their work.

An engaged employee values about their work in the company. This group of people want to feel that their efforts could make a difference.

Affective commitment

The determination of an employee to remain with a company on the basis of emotional or psychological satisfaction. Employee with behavior identify themselves strongly to the company goal and its objectives. Chances of moving to a new company is not possible, even if they are offered with attractive financial package. [2]

Empowerment

Employee empowerment is an organization philosophy employees are allowed to make right decision without the oversight of management [3]. However, they are made responsible for any outcome of the action.

Instead of following the traditional way to empowerment, managers must communicate with employees in regular basis throughout the year. It is a chance for cooperative with employee about company goals.

Positive affectivity

Positive affectivity is one aspect of pleasurable and positive understanding. Positive affect is interrelated to emotional state; positive emotions can lead to positive moods. This also include characteristic patterns of physiological thoughts, and behaviors [4]. Positive affect is calculated by the use of scales where participant are presented with words with positive and negative moods. They asked to rate each allowing to the extent that it describes them.

Objective of the report:

The main intention of this report is to discuss significance of employee engagement in organization. The principal purpose of this report is to study every key part of engagement in term of organizational and psychological organization view of point. Objectives of the study are summarized in the following manner:

- To describe all the key part of employee engagement.
- To define each of the part and its relevance to organization.
- To shed light on how it impacted organization in general.

DRIVERS OF ENGAGEMENT

Current State of Employee Engagement

Throughout the world, the specialists try to avoid the term “engagements” instead specifying as it were to its assumed positive forerunners or results. In 2006, The Conference Board distributed “Employee Engagement, A Survey of Current Inquire about and Its Implications.” Agreeing to this report, twelve major ponderers on representative engagement had been issued over the past four a long time by best inquire about firms. Each of the research used different methods and collectively came up with 26 key drivers of engagement. For example, Gallup’s Q12 model, an employee engagement measure used by many establishments, measures important actionable aspects of the work environment that lead to employee engagement [5]. Even though ponderers that inquire representatives to depict their work environment may be important for surveying the conditions that give for engagement, they don't specifically tap engagement itself.

The puzzle remains as to whether engagement could be a sole concept or simply a repackaging of other ideal models. Many scholars and academics have characterized engagement both attitudinally and behaviorally. If one does not know how to depict and degree engagement, at that point an examination of its drivers and results will be far-fetched. To encourage the clarification, two attitudinal measures of worker engagement found in numerous studies incorporate representative work fulfillment and continuation commitment, which center on employees’ eagerly to proceed with the company. Yet, the study correlating job satisfaction and job performance has mixed results [6]. And several researchers have found a negative relationship between continuation commitment and work execution, making it very likely to have exceptionally substance workers who perform ineffectively. Research has shown that the type of obligation is critical; employees who want to belong to the group (affective commitment) are more likely to perform well than those who want to belong (continuance commitment) [7].

Engagement is all about energy, commitment, and the readiness to contribute oneself and use one’s optional exertion to assist the organization to thrive. Organizational proficiency depends on more than basically protecting an indeed workforce; workers must perform designated

obligations dependably and be willing to lock in in exercises that go exterior part necessities. A representative engagement ought to reflect a more profound level of inclusion and eagerness from the part of the organization than the terms “job satisfaction” or “organizational commitment” might infer. The more up to date significance on retention, enthusiasm, and influence way better echoes the reason work demeanors matter to organizations.

An organization’s HR Framework is the main driver of representative engagement. The HR system’s staffing, preparing and improvement hones contribute to the development of worker capabilities that upgrade competitive advantage and offer assistance to guarantee organization and worker fit. Rewards, benefits, and execution administration hones offer assistance invigorate workers to perform in ways that offer assistance to the organization. Organizational and work plans offer assistance to make a work environment that's favorable to employees’ advancement and current work frameworks. In conclusion, viable administration and authority improvement make a difference to guarantee a beneficial, reasonable, and steady working environment in which workers feel propelled to achieve organizational goals. A wealthy body of writing has recognized key drivers of representative engagement that are the result of the right arrangement of HR practices, counting: work characteristics, part clarity and fit, colleague and administration relations, administration, and recognitions of decency.

JOB CHARACTERISTICS

Much of the early work on engagement placed the task as key to engagement [8]. Much of the research is drawn from the job characteristics program and work on the inherent nature of rewards and tasks [9]. When employee have certain task that require complete attention, they become involved and act in constructive ways. Which at the same time create results that were perhaps unexpected.

Employee survey taken in a research study have identify five thing that they want in ideal job environment. These are skill variety, task identity, task significance, autonomy, and feedback. Employees with core dimensions in workplace have characteristic such as high work motivation, satisfaction, performance, and attendance. [10]

ROLE

According to Rothbard people with multiple roles can experience job expectations in the the organization [11]. Thus, engagement is nothing unless the role in question written and explained by the top management. Engagement is very likely to vary from role to role. Engagement in one role has impact on other roles in the same job. In the same job context, long term consequences of engagement are likely to vary depending on the multiple role of same job.

Well detail role can mitigate tensions between individual demand and management needs in workplace. Role, without up-to-date and relevant information about job responsibilities mitigate individuals' coping mechanisms and performance [12]. Same can be said of role is conflicted with employee experience and ability. This can have seriously impact on organization environment and group dynamic.

People will accept their roles when matched with their personal goals. It is seen when they invest in role performance. Work role fit is best way to describe the relation of the individual employee to the role that he/she assumes in an organization. A number of authors argue that an apparent fit between an individual's self-concept and role will lead to an experienced sense of meaning. This is because his or her ability of to express values and beliefs [13]. However, humans are not only goal-oriented but also self-expressive and creative. Usually, people always look for work roles that allow them to expresses their thought and believes without any objection. Therefore, employees with identical personal values will be more involved in his or her job.

Organizations with specific goals and values can also be a source of attachment and commitment. This will leading people to identify with the organization as a whole and, in turn, display behaviors consistent with its long-term interests [14]. The key is to ensure a fit between employees' personal values and organizational values.

COWORKERS

Employee who tends to constant communication with co-workers should experience greater engagement in their work. Individuals are treated with dignity, respect for their aids in contributing to company. It should not be for the sake occupant of a title or position in the organization. These individual are likely to obtain meaningfulness from their collaborations with other stakeholder. This can also mean individuals can create a belongingness in a workgroup, a strong social identity among team in the organization. Alternatively, a weak or nonexistence social identity should be negatively related with meaningfulness [15].

Employees with high level social interaction are supportive and trusting. They have attribute to create psychological safety among each other. The bases for this trust among co-worker can be either cognitive or affective [16].

Psychological researcher in varies company has revealed that, a strong working group of employee, they may share beliefs and affective experiences. This can lead to similar motivational and behavioral patterns among employees [17].

Coworkers in any organization may share [18]:

- Feel shared emotions and mood.
- Share perceived collective work goal.
- Show high level potency in group.

This type of relations among employee can foster high individual morale, strong cohesion, and rapport over the course of time.

MANAGEMENT

A good managers are those who can get the work done with whatever available manpower he or she have. Unlike typical management, they don't try to alter manpower structure. They tend to capitalize on the available manpower strength and knowledge. Relation between manager and employee can have a positive or negative effect on individual's view of work and its work culture. A sympathetic, and open, relationship can nurture perceptions of safety and increase employee motivation in the workplace.

Below is what can lead to a supportive work environment if supported by a Supervisors [19]:

- Shows genuine apprehension for employees' necessities and moods
- Provide positive feedback related to task
- Embolden employees to take issue with work place problem to management and encourage them to make changes to themselves.

This type of actions motivates employee towards autonomy in the workplace and interest in their work regardless of any external pressure.

Employees with these type of experience can feel a sense of initiating and regulation when making any decision [20]. They are more engage than other people and have better creative decision process. They tend to allow environment that encourages collaboration among employee.

Support of employees' autonomy and consistent observations in work dynamic is crucial. It is observed that supervisors and employees have linked with increasing trust in organization while autonomy in workplace is in place [21].

LEADERSHIP

There are number of research in leadership study that said leaders who engaged in certain behaviors; producing effects to alter employee behavior in work group [22]. Transformational leaders nurture a sense of passion in work place and creating employee engagement as well. Also they can encourage employees' to think freely, allow them to develop new ideas and experiment when old process no longer relevant [23].

The Transformational leadership can be consisting of four part.

Idealized Influence

Inspirational Motivation

Intellectual Stimulation

Individualized Consideration

Top management also play a crucial part communicating vision, purpose, and goals to employee of the organization for goal setting environment. Top management behavior that encourage and support suggestions and take initiatives from low level of organization, has known to enhance employee engagement [24].

PERCEPTIONS OF FAIRNESS

Equality can be a predictors of employee's emotional conditions and performances. When employees sense they is no unfair treatment among them, it is reflected in their performance in organization. Indeed, multiple studies have shown how at the individual level perceptions of fairness are tied to organizational citizenship behaviors [25].

Fairness consists of three types. These are distributive justice, procedural justice, and interactional justice.

It is important for employer to apply fairness in work place. If employee believe there is lack of fairness in Major Justice Procedure, there cohesion and effort in work will decrease gradually. To be perceived as fair, we should follow these specific modus operand:

- Be consistently and regularly across people and across time.
- Avoid favoritism when making decision in settlement.
- Collecting and using accurate information in making decisions.
- Correct flawed or inaccurate decisions.
- Maintaining ethics or morality in work environment.
- Ensuring opinions of people taken into account.

Fairness is an important indicator to emotional conditions and performances in group environment. Employee's perception of being treated with respect and procedure can ensure they are part of performance of organizational citizenship behaviors (OCB) which will be discussed in later chapter [26].

TRAIT ENGAGEMENT

Employees' traits change interlink connection drivers of engagement and both state and behavior engagement. While it is easy to say that people who have desire for their work are more likely to feel engaged. Interest, attention in detail and genuine conviction usually lead to demonstrate engagement behaviors. However, it is not certain, why some people have strong reason for their work and others not having the same encouragement. It is believed that those who shows feelings of engagement behavior are also more likely to choose to stay in organization that provide the chance to do so.

Traits are interlinked with state and behavioral engagement. This includes autotelic personality, trait positive affectivity, proactive personality, and conscientiousness. These concepts have an underlying commonality, in that they embody differences among individuals in their propensity to exercise human agency [27].

Self-esteem is a personality trait defined by general feeling of self-worth. Individuals who hold themselves in high regard are likely to extend their feelings of self-worth to a work-specific sense of competence. On the other hand, individuals with little self-esteem have low expectation on in their work and organizations. Thus they are not valuable in work group but can have adverse effect in group dynamic.

Locus of control is a trait to engagement. Defined by the degree to which people believe they alone can determine what happens in their lives. Locus of control is also a key dimension of empowerment [28]. Outside or external factor cannot make difference in their personal or professional life.

Lastly, self-efficacy is the level of confidence that one show in work. This is consistent with Graham's conceptual model of principled dissent. According to him, ethical resistance is a viable way to bring about change in workplace [29].

PSYCHOLOGICAL CONDITIONS OF ENGAGEMENT

Many elements in engagement have a big and enormous impact the necessary psychological conditions of engagement. Without fulfilling this precondition, employee engagement cannot be engaged in workplace mentally and emotionally. The psychological conditions of engagement is defined by meaning of work in the context of organization, employee's current view on psychological safety or availability. Also important is perceptions of organizational support, and psychological contract fulfillment offered by top management.

An employee's level of engagement in work place can be influence if three mental condition exist in workplace. These are meaningfulness, safety and availability. They can shape how an employee accepts his or her role in organization. The best way to find out by asking themselves three questions in every work situation: (1) how's the task can bring meaning to overall work? (2) How safe is to do the task? (3) How available am I to do so? [30]

According research, three emotional conditions shows a connection with engagement [31]. Meaningfulness and engagement has good correlation when it comes to emotional engagement. Job enrichment and work role both are interlinked to meaningfulness. Work that is align with his or her personal goal, have big impact on how one's perception on performance will be in the future. Rewarding co-worker and supportive supervisor were positively correlated to psychological safety. These supporting people can help employee to feel less pressure in challenging job environment. Resources which can be utilized by employee contribute Psychological availability. Though outside activity hamper with this driver.

Organizations can consider the option of transactional contract with employees. This psychological contracts are known to be short in duration. It is limited only to financial obligation where both side agree to a time exclusive agreement. There is nothing but material transaction take place. On other hand, Relational contracts is polar opposite of previous agreement. Here organization agree to ensure individual growth and development in exchange of loyalty.

A psychological contract breach occurs when organization has failed or uphold its commitment to meet psychological contract [32].

Perceived breach mean preexisting contact between employee and employer is no longer exist. In this case employee does not receive expected outcomes from an organization to honor previous social psychological agreement. Expert have voiced a relationship between perceived psychological contract fulfillment and desirable outcomes. Psychological contract complication and its after result in organization can be listed as follow: [33]

- Increase Job Satisfaction in job place.
- Employee fully engage themselves to Organizational Commitment.
- Become a committed Organizational Citizenship Behaviors
- Exceed Performance level determine by top management.

PSYCHOLOGICAL STATE ENGAGEMENT

Job Involvement

It refers to desire effort to achieve one's objective. Often describe as an important feature of the psychological state of engagement. Brown said that a "state of involvement implies a positive and relatively complete state of engagement of core aspects of the self in the job" [34].

Job involvement is first step towards initiating employee motivation in organization. It is also an essential basis for creating an environment with competitive advantage. For an individual, achieving involvement in job require motivation and goal-directed behavior from supervisor. Also require clear personal growth to help individual to gain satisfaction in the future. A state of involvement implies a positive and relatively complete state of engagement of core aspects of the self in the job [35].

Individuals with job involvement may find themselves with "flow". It is define as awareness when people feel when they are doing a task while fully dedicated to it. When an employee is in a flow state, they narrow their attention to specific task where little conscious is require for their actions. The employee in job involvement does not need require rewards or goals setting to motivate him or her to work harder. The work and multiple task itself presents constant challenges [36].

Critical information for empowerment is important to achieve Job Involvement in any organization. Mission of the Organization is important for employee to fully focus on task ahead. People take initiative when they understand an organization's direction to reach its goal.

- Meaning and purpose in action when taken.
- Individual's decisions is aligned with the organization's goals

People need to understand how performance indicator is measuring their work and what can be done to improve performance in the future. Without a good feedback, information may not have significance on organization goal.

Psychological Empowerment

Empowerment is best describe as experience of authority and responsibility without the oversight of high level management. Empowerment is not a personality trait but then again a psychological state centered on work. Others have defined empowerment as the motivational concept of self-efficacy. Whereas Thomas and Velthouse labeled it as intrinsic task motivation. This is further contemplate by four cognitions reflecting an individual orientation: meaning, competence, self-determination, and impact [37].

It is thought that information may hold key to create engaging workforce. It can only be done by making information available to every level of organization. If available, people will be willing to take more responsibility.

Affective Commitment

Meyer and Allen's have concluded that organizational commitment made of affective commitment, continuance commitment, and normative commitment [38]. Affective commitment has close correlation with job performance, organizational citizenship behaviors, attendance, and turnover. Normative commitment has a medium correlations while continuance commitment si always negatively with this sort of behaviors.

Engagement as Positive Affectivity

Positive affectivity is also key component of psychological state engagement. Schaufeli well defined it as a positive fulfillment of mental basic in employees that is categorized by vigor, dedication, and absorption [39].

Vigor can be describe as willingness to participate in job where he or she can't be easily fatigued and can be tenacity in the face of difficulties.

Dedication is best known as strong association in work, followed by enthusiasm and significance towards the work with good notion.

Absorption is another element in positive affectivity. Employee in this state experience time passing quickly in task and being unable to detach oneself from the job despite internal pressure.

BEHAVIORAL ENGAGEMENT

Behavioral engagement is end result of state engagement in work environment. If we separate engagement from behavioral work performance, engagement become a special effort put up by a motivated employee. Thus, it is common to describe behavioral engagement as extra time, brainpower and energy given by employee of a good organization.

However, some people think it is wrong to outline behavioral engagement as a matter of doing something for mental satisfaction. Kahn, in his book Psychological presence at work 'those who are psychologically present bring more of themselves to their work and thereby may do something different and not just something more'. It is also suggested that involvement may lead to both doing things smarter in the long run.

Engagement behaviors cannot be defined as doing extra performance. It can be more than expected behavior from employee. There are many research that tried to make various assumption on this matter. For the sake of simplicity and relevance to current discussion, we will focus on of Organizational Citizenship Behavior. This is one of the key term that best describe this other aspect of engagement.

Researcher Organ proposed three dimensions of Organizational Citizenship Behavior. [40]

Dimensions of organizational citizenship behavior can be describe as follow:

- Helping fellow employee with their work to workplace.
- Making proper use of work time and having good attendance at workplace.
- Informing others earlier as task might affect other in a certain way.

Maintaining a positive attitude and attending meetings, reading organizational communications might also be a characteristic of organizational citizenship behavior.

Employees with high engagement tend to show behaviors with innovative flair. This can be labeled as Innovative; which defined by creating of something new. Innovative behaviors are by definition change-oriented, as they knew product development, service and idea generation process. Intrinsic task can encourage employee to job enhancing behaviors [41]. It is also possible that empowered individuals believe they are autonomous and have an impact on outcome of the job.

STRATEGIC OUTCOMES

The intended focus of employee engagement outcomes is organizational effectiveness. Thus, the organization is the appropriate unit of analysis for employee engagement. However, when evaluating the correlation between employee engagement and strategic outcomes, employee survey data can be accumulated by any meaningful unit above the individual level, e.g., work group, business unit, division, etc. By this way, the focus is on assessing “engagement climate.” The question is how individual engagement feelings and behaviors emerge to create organizational success.

If an organization approach their employees with respect, it will lead to higher customer retention and engagement rate, and that will have an impact on organizational performance [42]. Treating employees well is not about making them feel happy or satisfied in their jobs. Ensuring right element or factor are in work environment is paramount to achieve engagement.

These factor are following:

- Job involvement
- Affective commitment

- Empowerment
- Positive affectivity

All of these are leading pointers of engagement, profit margin, and profits stream. Employees can enhance effectiveness in workplace when an employee understand:

- The inherent value in the workplace
- Independent to make certain decisions.
- Awareness of organization's strategy and the organization's goals.
- Treat team member with dignity.

Research on this topic has its relationship with positive individual outcomes such as job satisfaction, low absenteeism and lateness, low turnover, and high organizational outcomes such as commitment and performance [43].

Other research has linked employee engagement to other factor such as customer loyalty towards company, high safety procedure in factory and current productivity level of company with a high profit margin.

FINANCIAL / MARKET PERFORMANCE

An engagement behavior precondition is high level of trust in organization goal and values. Also employee must truly believe in that their work will result in positive impact on financial performance. Expected target levels of work have to be high where positive effects can be achieved [44]. Impact of employee engagement on work groups can be summarized as follow:

If positively engaged it will lead to

- Increase level productivity in factory and in work place.
- Profitability can increase as a result of empowered employee putting increase effort.
- High safety record in workplace.
- Retention among high performing stuff is higher than usual.

However, negatively engagement can have adverse effect on customer relationships with company representative.

Conclusion

Employee engagement is important for any organization to achieve maximum commitment out of the employee. The changing business landscape is intensifying a high pressure on the organization's work environment. If they want to retain high value employees and keep costs in control, they should revise their internal human resource policy to keep employee engage. This report can help organization to understand to its approach to employee through educating on theoretical definition of employee engagement

Organizations must take notice of drivers of engagement effect on employees and help organization to achieve the strategic outcomes they want. We believe this report provides a good observation of engagement and measures of the driver's conditions and engagement impact on company.

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