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RESEARCH ARTICLE

EMPLOYEE ENGAGEMENT: TYPES, LEVELS AND RELATIONSHIP WITH PRACTICE OF HRM

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ABSTRACT

Human resources are important assets of every organization. Recruitment and selection play an effective role in improving the organizational performance, because recruitment directly is relating with employee engagement. Employee engagement has emerged as a popular organizational concept in recent years. Employee engagement, strangely enough, has been a crucial priority of HR since before the term was using. It has become one of the leading priorities of human resource practitioners and senior managers in the organization today, so employee engagement has generated great deal of attention among many human resource practitioners. In present day, where is large-scale competition in the market, it is necessary for the organization to have engaged workforce for the survival and smooth functioning of the organization. Every organization wants to make the best utilization of its human resources in order to achieve competitive advantage in the market. When employees are engaged in their work, they have good relationships with their co-workers and working environment becomes better, are not only happy in their job, but also translate that satisfaction into higher productivity and profitability of the organization. High levels of engagement promote retention of talent, foster customer loyalty and improve organizational performance and stakeholder value. The paper discusses theoretical approaches to the significant concept and phenomenon of today - employee engagement and the factors behind it. In addition, the paper examined the type of employee engagement, problematic of individual and organizational engagement that affects organizational decisions. The aim of article is to identify the distinctive features of two types of engagement in the scientific literature employee engagement and organizational engagement, also connections reflecting the possible role of human resource management practices in the process of management of employee engagement. The purpose implies tasks: to reveal the essence of engagement and the factors that determine it ; also is presented a theoretical model of interfaces. The research methodology is the theoretical modeling of the phenomenon employee engagement from a human resource management perspective. The article is presenting in different sections such as meaning and concept of employee engagement, importance and factors influencing employee engagement and impact of employee engagement on organizational performance. The article consists of three logically interconnected parts. The introduction justifies relevance topics. The main part provides a review of literary sources, in which the authors examine the typology of engagement, distinguish types such as job engagement and organizational engagement. This section analyzes the relationship between characteristics and the influence of their design on employee engagement. This section also analyzes the conditions of formation and the results of the manifestation of employee engagement at the individual organizational levels, describes the connection of various aspects of this state with the practice of human resources management. In the final part, is given a theoretical model developed by the author - the main result of the article. It is a hypothetical model of the structure of employee engagement and how various human resources management practices shape employee engagement and how individual engagement of an employee transforms into a competitive advantage of organization. Data sources for the theoretical study described in this article are publications on the topic of engagement of such highly rated publications like Journal of Applied Psychology, Journal of Occupational and Organizational Psychology and The International Journal of Human Resource Management. The value of the results. This paper may serve as the basis for further research in the field of employee engagement generally and individual additional variable components. Research conclusions may have be used to build the organizational policy of the company in relation to the system human resource management.

KEYWORDS

engaged employee, employee engagement, organizational engagement, management practices of human resource.

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1. INTRODUCTION

Research around the world shows that more engaged employees could help companies achieve incredible results. As a result, they boast several times higher profit rates. It is for this reason that the last decade has seen a growing scientific interest in employee engagement (Bakker et al., 2012). Numerous studies confirm the fact that a high degree of employee engagement positively affects the performance of the company and is often a decisive competitive advantage (MacLeod et al., 2009; Demerouti, 2010; Truss et al., 2013; Guest, 2014; Soni, 2013). Leading global companies, paying great attention to the problem of personnel, are constantly introducing new forms and methods of employee engagement. Finding out whether your employees like work or not is at all: assessment of employee satisfaction has long been common practice. Proven by research, that engagement directly is relating to the company's business performance (Peter et al., 2014).

Identifying the situations that foster work engagement of employees is vital for the sustainability and growth of organizations. Most research of employee engagement address this phenomenon on an individual level. Research shows that employees are more likely to engage in their work if they are drawn upon themselves to perform their roles, trust on the part of management is essential (Rich et al., 2010). Since 2012 OVC Consulting, an official representative of Aon Hewitt, who is a global consulting firm and who has developed research methodology, conducts employee engagement research in the Baltic States. In 2015 - 2019 years' 90 organizations from different sectors participated in the survey, and over 19 thousand respondents were interviewed, who represent over 48 thousand workers. Globally, in the study participated 6,000 companies from 155 countries, surveyed 7 million respondents.

According to the survey, employees are engaged in the organization; give positive feedback about their organization (59 percent), and want to be its members (60 percent), makes great efforts (55 percent). However, global trends and the experience of top companies confirm - employee engagement is no accident, but the result of a set of actions and decisions taken, part of the culture of the organization. In its annual report on "Trends in International Employee Engagement", the consultancy company provides global trends in employee engagement. Global engagement increased from 56% to 62% in the last five years. Organizations in the top quartile of employee engagement scores had 18% higher productivity, 59% of engaged employees said that their job brings out their most creative ideas, companies with high levels of engagement show turnover rate 40% lower than companies with low levels of engagement (Gallup, 2019).

Obviously, the lowest level of engagement is in the European region. It has remained stable at 57% for the last three years. European companies have seen a significant increase in employee engagement in the first year after the economic recession (from 51 in 2015 to 57 in 2019), but the perspective for growth in most euro area markets has stalled compared to other regions. Aon Hewitt provides that by 2023 those companies that recognize employees as their core value will have a decisive competitive advantage. Aon Hewitt provides the following data: in Europe, key levers to increase employee engagement are career opportunities (33%) and emphasizing employee value (46%).

Hundreds of different studies show that companies with a high level of employee engagement have 3 times higher operating profit than similar companies with a low level of employee engagement. These companies grow almost 2 times faster. The ratio of employee's engagement and not engagement is in companies - world leaders in their sectors - 10: 1; in companies with industry average business results of 2: 1 (Hewitt, 2019). Gallup also says that companies with high employee engagement compared to other companies have higher productivity by 8%, staff turnover is lower by 14%, workplace injuries by 25%, absenteeism by 3%. Figure 1 illustrates the level of employee engagement in the three countries of Baltic Region: Lithuania, Latvia and Estonia.

The Lithuanian company of market research „Kantar“ seeks to determine the level of employee engagement in the country, to understand how employees understand it ideally an employer who has the characteristics

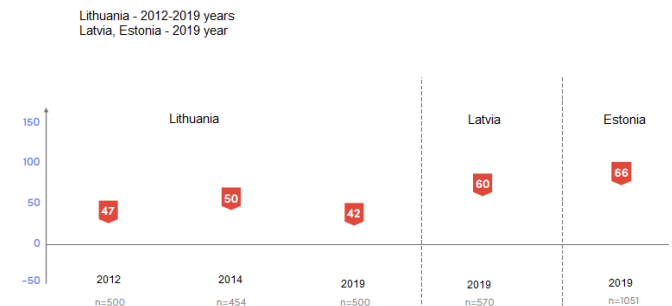


Figure 1: Level of employee engagement in Lithuania, Latvia and Estonia (Kantar, 2019)

of an employer most appreciated and what tools are worth to attract labor markets talents (Kantar, 2019). In the study attended 500 respondents from Lithuania, 570 from Latvia and 1051 from Estonia. The level of employee engagement in Lithuania is the lowest by comparison with all Baltic countries. Employees are slow to engage in day-to-day business activities, so often both the resources of the company and the potential of its employees remain unused. It is the result of a dominant bass culture. It means that emotional and rational identification with an employer in our work environment is still rare.

The notes, that most countries with high work engagement scores (i.e., equal to above 4) are located in Northwestern Europe (the Netherlands, Belgium, Luxemburg, France, Ireland, Denmark, Norway) or in the Alpine region (Austria, Switzerland) and Eastern Europe (Lithuania) (Schaufeli, 2018). Therefore, the ambition of organizations is to achieve the highest possible level of involvement of workers. Employee engagement is the driver behind an organization's competitiveness and success, in that an engaged employee demonstrates the willingness to put extra effort into the work and to reach optimal performance. Organizations also face the challenge of achieving the desired level of engagement and achieving a competitive advantage.

2. THE CONCEPT AND TYPES OF EMPLOYEE ENGAGEMENT

In the ISO 9001–2015 standard, the Principle "Employee engagement" is formulated implies the emergence of motivation, active participation and involvement of workers in all production processes, which should favorably influence on the growth of labor efficiency. People begin to work effectively only if they are passionate about work. To achieve this, it is necessary to create conditions for the maximum interest of employees in their work. It is believed that employee satisfaction with his work gives rise to his loyalty to the employer, loyalty forms engagement, which, in turn, allows improve the quality of products (Stevenson, 2019).

It is worth clarifying that the concepts of "employee motivation" and "employee engagement" should not be confused. Interpretations of the concept of engagement in various studies indicate a lack of scientific consensus in determining the boundaries of employee engagement. Many terms that seem similar within the meaning of the term employee engagement, make it difficult to perceive the phenomenon as an independent construct. The concepts of motivation and engagement differ in that motivation motivates you to accomplish certain tasks whereas engagement is not just about tasks, it is about cognition (immersion) as well as performance (energy), which promotes high performance (Bakker, 2011). With research proving that employee engagement reduces occupational fatigue, interest in engagement has grown even faster (Shuck and etc., 2013).

According to the point of view of several scientists, employee engagement is primarily a person's predisposition to participate in particular labor activity, which consists of three components: knowledge, interest, and performance (Meiyani and etc., 2019). Knowledge of the work that the employee carries out, in combination with the desire to understand trends,

to be in the know innovations and obvious performance his work just forms his engagement. Some authors understand by engagement the employee's concentration on the task, satisfaction with his role, and also a commitment to the organization and its goals and values (Eskildsen and etc., 2000). Engagement linked to active onset employee relations to the organization. It defines and identifies what the individual does how he behaves, not that he feels what emotions he experiences in the long-term aspect of the activity, regardless of changes in external circumstances. It is behavior - the indicator that can objectively characterize employee involvement. An important aspect of employee engagement is that it is characterized physical and psychological the energy that workers last time is additionally devoted to organizational processes not caused by rational assumptions. B. Shuck (2013) in their studies found that engagement is more stable appropriation compared to loyalty: on the one hand, more difficult formed, on the other hand, gives in less change due to external factors.

Given the selected features, can to formulate the following definition of the concept of engagement - this is a stable attitude characteristic of the employee, which involves a prolonged concentration of the employee on solving problems that bring additional effect to the organization, which is reflected in the additional emotional attachment of the employee to the goals and values of the organization. As a consequence follows that the concept of engagement includes five basic principles:

- Engagement depends on physical, mental, and psychological investments, energy in various objects: pretty generalized (support company innovation policy) or more specific (implementation of transformations on specific work area).
- Efficiency and effectiveness of labor activity are directly related to the focus of this activity on increasing the degree of employee engagement in the ongoing process.
- Various employees manifest, various degrees of engagement movement in the work, even on the same job site, with the same functional, at the same time employee involvement is a floating indicator, which in certain boundaries may vary. The width of the range of change is also determined employee engagement indicator.
- Employee engagement may have both quantitative and qualitative expressions.

Number of additionally studied material related to any aspect activities of the organization, in direct proportion to the quality and quantity of employee engagement in this participation. Based on this, it can be assumed that engagement is employee desire and skill actively (for the benefit of the organization) within their professional my duties in production the activities of the enterprise. Engagement has three dimensions:

- (1) cognitive - faith and support for company goals and values,
- (2) emotional - feeling of satisfaction, belonging to the company,
- (3) behaviors - faith to take an extra step with the organization. In the first case

Later A. Saks expanded two types of engagement: employee engagement, what is meant by the realization of professional activity and organizational engagement, what is mean the implementation of an organization member's role (Saks, 2006). The main factor that motivates an individual to actively act is his working activity, and is the second case of belonging to a particular organization. I weigh the fact that the identification with the organization and organisational engagement differs not only in emotional and cognitive terms, but precisely in behavior of an individual. The results of the Saks research showed that both types of engagement depends on organizational support, how employees understand it. The difference is that, employee engagement leads characteristics of working activity (survey elements about one's day-to-day job, survey elements describing the local work environment, survey elements about the organization), or organizational engagement leads organizational justice (Saks, 2006). For this day, many scientists focuses more on employee engagement, while at the same time emphasizes the need for employee engagement and organisational

engagement (Guest, 2014; Aninkan and etc., 2014). By D. Guest the efficiency of the organisation and the growth of economic indicators depends by the organizational engagement, or employee's wellbeing depends by employee engagement themselves (Guest, 2014).

Can be assumed, organisation's ambition to increase efficiency by increasing employee engagement will not be fully successful if all actions will be restricted to framing of employee engagement. On one side the effectiveness of engagement employee is higher than non-engagement employee and this is in the interests of the organization, on other side the greatest interest of the engaged employee is their own professional achievements. They assess the organisation by working conditions, salary, social services. They will change the organisation if these conditions are not met. In Table 1 can see differences between employees and organizational engagement: the organization is in second place, organization values and organization development are not important, does not actively represent the organization's life, because such employees works only for themselves.

Table 1: Differences between employee engagement and organization engagement (based on Guest, 2014)

Employee engagement	Organisational engagement
The work you do	The vision oh the organisation, where it's headed
The team work environment	The values of the organisation, what it believes in
Personal development opportunities	The perceived support given to all employess
The relationship with your line manager	The leaders have communicated a vision that motivates employess
The opportunity to have a say about what goes on in your team	The opportunity to have a say about what goes on in the organisation
The response provided a line manager to views expressed	The response provided by senior managers to views expressed
It would take a lot to get me to leave	Leadership, trust anr respect
I rarely think about leaving	The leaders demonstrate that people are important to the company's success
I wouldn't hesitate to recommend this organization to a friend	By decisions leaders are demonstrating that quality and improvement are top priorities
I tell others great things about working here	Leader engagement
This organization inspires my best work	Customer engagement
This organization motivates me	Sales partnet engagement

If managers or leaders want to ensure full organizational engagement, it is important to engage all of stakeholders at every touch point. The organizational engagement is creating by vector: Leader engagement - Employee engagement - Customer engagement - Sales partner engagement. Namely, existence of two different types explains why some of enaged employees leaves the organization and others saty in organization. Importantly, that a high level of engagement is important not for all organisations. This is most relevant for commercial organisations or in those structured units which are directly related to the assurance of profits. The organisation must provide priority business direction and to increase the engagement of employee's who directly related to them. Otherwise investment in human resources will be unjustified. In this context employee engagement is understood as a common indicator of the effectiveness of human resource management, do not identify the strengths and weaknesses of the organization, its competitive advantage and threats, efficiency of coats ditributions. Therefore it's necessary to systematize knowledge about determinants of employee engagement and

benefits when we need to set the type of engagement: individual or organizational engagement it is.

3. LEVELS OF EXPRESSION OF EMPLOYEE ENGAGEMENT

According to Bakker et al. (2012), it is very important to look not only at factors at different levels of employee engagement, but also at the mechanism of their action. Individual factors that form the employees engagement includes the personal characteristics of the employee. Kahn identifies such employee characteristics, which are necessary for the employee engagement:

- opportunity to show initiative and not to be afraid that it will damage your image, career, status;
- ability to use your physical, emotional and psychological resources, which are understood as an investment in the success of an organization;
- understanding that psychological and physical effort will be appreciated.

Gallup developed a hierarchical model namely HRM Key Performance Indicators (KPI) adopted from Herzberg's, (Meiyani and etc., 2019) and used for measure employee engagement in many company include distribution company. In the Gallup hierarchy, there are four main dimensions and 12 main indicators to achieve engagement hierarchy in the organization. Such as basic needs management support, teamwork and, growth consists of; progress in the last six months, opportunities to learn and grow. Gallup modification hierarchy illustrated as in Figure 2.



Figure 2: Gallup Modification Hierarchy. Source Gallup 2019.

Other scientists to the individual factors assigns the personal characteristics, such as optimism, self-esteem, self-confidence (Xanthopoulou et al., 2009; Bakker, 2011). So the terms, which enhance employee engagement depends on the employee himself, from his character, his values, from the evaluation of surrounding environment. The organization can influence the much needed employee engagement, when a focus is on a personal qualities - it is appreciated by special test or motivational interview.

Organizational conditions, from which depend employee engagement, is in the organizational commitment zone - these are the conditions that are shaped by the various HRM practices. Such conditions ensure the leadership of middle manager, formulation of clear goals, attention, care and respect for the employee and ensuring an efficient work process (Renugadevi, 2013). Also organizations can create a , comfortable work environment and increase the variety employee's functions, equitable reward and intangible motivation or supportive communication, which guarantees quality feedback from a top level manager. The employee will be engaged then middle level manager promotes to suggest ideas and suggestions, to take part in the organization's making decisions (Crawford et al., 2013).

In understanding personal and organizational conditions of employee engagement, organizations get the opportunity to choose a strategy to increase employee engagement. Organization can encourage and invest in

selection of employee, who will satisfy the required level of engagement. It is advantage, that is saving organizational resources who are needed to increase employee engagement. However, there are risks the engaged employees will go out to competitors, who will offer more attractive working conditions.

On the other side, the organization can invest to the conditions which helps to increase employee engagement. That method will save costs of recruitment. However, it's need constant to support the conditions that stimulate employee engagement, in this case. If two strategies are used together, the engaged employee quantity will be assured and reduced staff turnover, but will require large resources.

In general we can state, that employee engagement is useful in individual and organizational contexts. The engagement improves the emotional state of employees, it also has a positive effect on cognitive thinking and active behavior. Psychological and physical well-being, job satisfaction, self-realization, personal results of employee is extremely important (Cheema et al., 2015). The same, scientists notices a negative result - imbalance of work and personal life (Andrew, 2012). The influence of employee engagement to organization increases competitive advantage. Employee engagement at the organizational level ensures relatively low staff turnover, higher customer satisfaction, growth of organization's performance and economic indicators.

4. EMPLOYEE ENGAGEMENT AND PRACTICES OF HRM

Encouraging employee engagement at the individual and organizational level an important role plays departament of human resource management. Today's empirical research allowed the scientific insights to apply in practice. Modern research in human resource management show that highly skilled professionals more often are looking for jobs where are waiting challenges, is providing career growth opportunity and the conditions for becoming engaged. In other words, looking for a job they increasingly are demonstrating an internal motivation and need for improvement, and the potential need for engagement.

So, if organizations want to attract the potential engaged employees, the process of employees selection and requitment must rely on selection methods, which will help to choose most likely to be engaged: testing, structured interview, expert evaluation, recommendations (Guest, 2014). For example, A. Baker found, that personal qualities like honesty and extraversion, positively influences the propensity to engage (Baker, 2014). These qualities, like intrinsic motivation, emerges during motivational interview.

It is important to mention that such a labor-intensive process as attracting engaged employees loses its meaning, if their maintenance is not sufficiently guaranteed. Employees, who tend to get engaged, keeping in the organization helps organizational socialization, which ensures the integration of employees into the social system of the organization. This integration is a gradual assimilation of the elements of the organization culture: formal and informal norms of behavior in the organization, the values, beliefs, and aspirations of the organization. In this way the human resources managers can attract employees with strong intrinsic motivation, who have high potential for engagement. In kind, in order to disclose their potential and to maintain in organization, the managers must to ensure and to maintain a proper organizational culture.

Another important aspect, which contributes to employee retention in organization and which is an instrument for increasing engagement, is an external motivation system of staff. Such system includes material and non-material instruments of stimulation fo motivation. It is based on the concept of fair reward (Rubel et al., 2018). Also need to mention such practices of management human resource as team building. This allows to increase the engagement effect in organization. Realization of various methods of group and team work ensures the transformation of personal engagement into full team engagement which strongly influence competitive advantage. In figure 3 depicts the theoretical model by relationships between employee engagement and HRM practice.

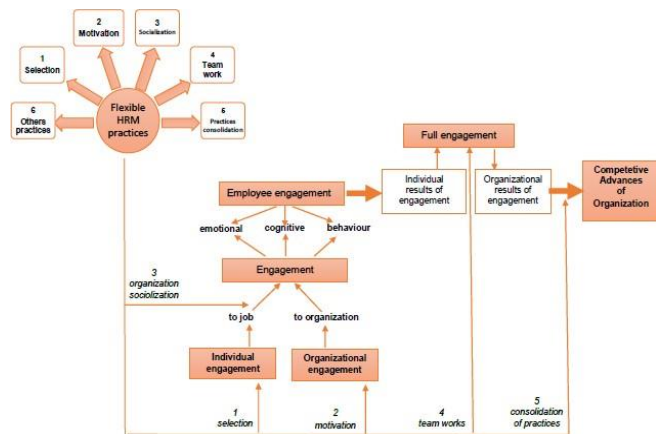


Figure 3: Employee engagement and relationships with HRM

The theoretical model includes individual and organizational conditions, structure of employee engagement and practices of HRM. The model depicts relationships between individual dependent variables. According to this model the employee engagement can be developed in two way: selection of employees with high internal motivation and personal qualities, which comply with high level of engagement; systemic material and non-material motivation of employee. Properly realizing socialization of the organization, managers of human resource can change the focus from engaged employee to full organizational engagement. The promotion of team work controls the transmission of experience from strongly engaged employees to less engaged employees. In this way results of individual employees transform to overall group results. As a result of such practices employee engagement converts to permanent competitive advantage of the organization. Accumulated information and managerial practices ensures the system of knowledge management. The organization will not lose valuable knowledge if engaged employees will leave the job. Thus proposed model depicts how human resource managers can influence employee engagement and the transformation of the results of individual engagement into a competitive advantage for the organization.

5. CONCLUSION

We can conclude that the importance of employee engagement in the organizational setting is undeniable. Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization’s competitive position. Organizations and employees share a symbiotic relation, where both are dependent on each other to satisfy their needs and goal. Keeping this fact in mind the employers must identify the best way to utilize their talent. Surveys and researches reveal that employees could be best engaged if their unique needs could be fulfilled. It is very essential to realize what they are best at and engage their talents in the best possible way. The flexible practices of HRM help to increase employee engagement. If organizations want to attract the engaged employees, the process of employees selection and recruitment need to be applied the latest selection methods, which will help to choose most likely to be engaged. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

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