



INFLUENCE OF EMPLOYEES ENGAGEMENT ON ORGANIZATIONAL PERFORMANCE

Aliyu Ndalile Idris
(alindariss@gmail.com)
+2348036192911

Directorate of General Studies IBB University, Lapai, Niger State

Abstract

This study measures the significance of employee engagement on organizational performance. The research objectives were to assess the impact of employee engagement on employee effectiveness, and to determine the extent to which employee well-being affects the organization's efficiency. Data were collected through self-administration of a structured questionnaire based on the five-point psychometric Likert scale. A total number of 48 questionnaires were administered to UDEX staff. Simple regression analysis was used to test the hypotheses to measure the specified variables. The result shows that employee engagement has a significant effect on efficiency and effectiveness, which has a strong ability to enhance organization performance. It was recommended that; Top management of UDEX and other related organizations should keep in mind employee engagement various drivers such as empowering the employees, providing full information, support from the top management, aligning efforts with strategy while planning to engage their employees to ensure efficiency and improved performance in their organization.

Keywords: Employee Engagement, Profitability, Efficiency, Effectiveness.

1. Introduction

Survival of any organization in today's dynamic and highly competitive business environment is dependent on maximizing profits from its current capabilities, while recognizing and adjusting to the fact that organization and business environment of today is dynamic (McCann, 2015). To enhance or maintain competitive advantage, profitability, efficiency and effectiveness, organization must work hard to create a conducive work environment through employee engagement and their well-being (Sofian, 2016). Employee engagement and well-being have become a crucial concept with the utmost attention to management in today's organization. In this current and challenging globalised economy, business leaders need a high-performing workforce for growth and survival.

Effective management of employee engagement, employee well-being effectively, and the organization's objective is crucial to ensuring a sustainable and viable future for their organization (Hill & Birkinshaw, 2012). They recognize that a highly engaged workforce can increase innovation, productivity, and bottom-line performance and thus enable employees to be committed to the organization. More so, empowered employees are said to be in the position to make quick decisions and respond to any changes in the environment. Thus, the process of transferring power, an authority with responsibility and accountability to the employees enables organizations to be more flexible and responsive to lead improvements in both individual and organizational performance. This study, investigates the link between employee engagement



and organizational performance. Therefore, organizations need to create a conducive environment that enhances employee engagement and well-being to flourish and tap into their knowledge and human capital. According to Jumah (2016), employees come to work ready to be engaged, and emphasized that organizations need to create favorable working conditions for engagement. As engaged employees connect, the multiplier effects of synergy lead to collective actions, which influences organizational performance.

Employee engagement and employee well-being are considered today as a strategic organization's success tool due to the following reasons: Firstly, employee engagement is considered to be one of the most influential and effective human resource practices that facilitate the most significant contribution of the employee who is capable of creating added value to the product and service which is sporadic and unique. It enhances job satisfaction, career satisfaction and organizational performance (Spicer, 2014). Secondly, engaged employees are said to add value and create a competitive advantage for the organization (McCann, 2015). Thirdly, employee engagement is a motivational technique that is designed to improve performance if appropriately managed through increased levels of employee's participation and self-determination (Ongori, 2009).

Furthermore, Wernsing, and Palanski (2016) points out that employee with satisfied well-being have a high level of commitment and involvement in the day-to-day process of decision-making and contribute actively towards achieving the goals of the organization. It can be understood that organizational performance occurs when employees understand and show perseverance and enthusiasm for the achievement of the objectives of the business. Hence, measuring the significance of employee engagement and individual well-being on organization performance cannot be overemphasized. The primary objective of this research is to assess the impact of employee engagement on employee effectiveness, as well as to measure the significance of employee engagement and individual well-being on organization performance.

2. Literature Review

Sandhya (2016) described engagement as a positive, fulfilling, work-related state of mind characterized by vigour, dedication, and absorption; but it is distinct and is expected to predict a full range of outcomes. Satisfaction among employees is desirable, but satisfied employees may not necessarily display vigour in their work. Employees committed to their organizations may not always have an in-depth commitment to their job. Satisfaction and loyalty are related to performance, but engagement appears overall to be a better predictor of employee performance. Employee engagement is a novel concept as such has no universally accepted definition, thus, the definition varies with the difference in intellectual processes (Rafferty, Maben, West and Robinson, 2015; Ellis & Sorensen, 2017). Employee engagement is a relationship between the employee and the enterprise; an engaged employee is the one who is entirely engrossed in and ardent about his or her work and so takes affirmative steps to further the organization's prestige and interests. Engagement of employees with the organization is how employees feel about their senior executives, the trust that the employees have in the values policies, fairness and the confidence in organizational leadership. The concept of employee engagement originates from two concepts organization citizenship behavior (OCB) and employee Commitment (Rafferty, 2015).



Anitha (2014) asserts that there is no generally accepted definition of performance, and as such, the term performance has been defined differently by various scholars. In traditional terms, performance has been used to describe concepts such as efficiency, effectiveness, improvement, growth and success; these terms have been used interchangeably by researchers such as (Akbaba 2012; Reigonen & Akinyemi, 2013). In the same vein Brett (2007) noted that the definitions of successful performance and the variables used to measure performance vary widely. However, Anitha (2014) identified the main performance criteria of construction projects as financial stability, the progress of work, a standard of quality, health and safety, resources, relationship with the organization and its employee.

Organizational performance can be defined as the extent to which an organization has met its objectives (Sandhya, 2016). It was further stated that companies could determine their performance by assessing their financial and non-financial indicators or Key Performance Indexes (KPIs) against the set goals (Sandhya, 2016). Different organizations have different elements against which their measure performance based on the organization's objectives. While some companies measure their performance on customer satisfaction, others measure based on the profitability and other in non-profit organizations. The measurement is made against the impact made through their work (Sofian, 2016).

Factors Influencing Employee Engagement

Many researchers have diagnosed the field of employee engagement to determine the factors that will increase employee engagement in the organization. The employees are willing and enthusiastic to work where they find meaning. The workplace is the prime spot where employer and employee can come closer together for the benefit of both, the employee feels a sense of community, comfortable space for themselves and finds opportunities to contribute to the growth of the organization. Armstrong, Shakespeare-Finch, and Shochet (2016) proposed new model of engagement like the Maslow's need hierarchy has also been developed by the researchers where the lowest level is the basic need like pay and benefits; higher needs follow once the employee is satisfied to spot opportunities, the possibility of promotion and leadership and the final level of this hierarchy is aligning personal values with the values of the firm and discovering a common objective and a sense of connection. There must be more opportunities to grow and a robust employee-employer relationship for initiating employee engagement (Armstrong et al., 2016).

Employee Engagement and Organization Performance

Organizations today are inclining towards employee engagement which has gain popularity worldwide. The constantly arising dilemma is construed around investing the benefits of employee engagement which is surrounded by elements of employee satisfaction, motivation, and other productivity and financial goals. Studies like (Armstrong et al. 2016; Sofian, 2016; Ellis & Sorensen, 2017) show a significant relationship between employee engagement and well-being and organizational performance. The themes that have been highlighted include but not limited to customer loyalty, productivity, employee retention, safety, profitability, customer satisfaction, employee satisfaction, retention and absenteeism.

With traditional strategies focusing on performance enhancement concerning the internal and external environment, the resource-based view is concerned with the pool of resources and capabilities as the primary determinants of strategy and performance (Armstrong et al., 2016).



Barney (1991, cited in Alonso &Kok, 2018) advocates that the role of resources in producing firm-wide results should be taken into consideration. Sustained competitive advantage comes from developing resources that are rare and difficult to imitate. Barney includes human capital in his definition of resources, but it must be unique and imitable. It was further stated that managerial resources are not necessarily scarce unless there is a specific attribute that is not found in any other firm; as such, the resource-based view emphasizes that the uniqueness of each company as a critical factor for profitability and that exploiting these differences will maintain and sustain competitiveness. It has, therefore, become an essential factor for achieving an organization's overall strategy geared towards fulfilling its set objectives. It can be concluded that the RBV suggests that human resource systems can contribute to organizational performance.

Soane (2017) builds on Kahn's (1990) psychological conditions of personal engagement and disengagement at work theory and develop a model of engagement that has three requirements: a work-role focus, activation and positive effect. The model was operationalized using a new measure known as the ISA Engagement Scale comprising three facets social, intellectual and affective engagement. The results indicated positive associations with three theoretically and empirically essential outcomes that include task performance, organizational citizenship behavior (OCB) and turnover intentions. In addition, the study of Fairlie (2014) investigated the role of meaningful work in engagement and other employee outcomes such as burnout, job satisfaction, organizational commitment, and turnover cognitions and meaningful work characteristics had the strongest relationships with engagement and most other employee outcomes, relative to other work characteristics. In addition, meaningful work characteristics were the strongest unique predictor of engagement.

Ellis and Orensen (2017) from their study on effect of employee engagement with a sample of 320 respondents opined that an organization's performance is inclined with employee engagement having discovered a positive correlation between both variables. According to the researchers, the more engaged employees are, the better the performance of the organization which is measured by its profitability, productivity, employee retention, efficiency, safety, effectiveness and customer loyalty.

Kumar and Pansari (2015) in their studies reviewed relevant literature and press-articles on competitive advantage through employee engagement. The study built a framework around customer engagement and employee engagement while using a multidimensional method to define the concepts. Using a two-time period analysis, 120 companies were understudied from which strategies were developed to help the companies improve on their levels of customer and employee engagement. The findings revealed that employee empowerment had a moderating effect on both customer and employee engagement; also, the type of business either business-to-business or business-to-customer, and the nature of the industry were also critical factors that proved to have impacted employee engagement in particular. Furthermore, it was reported that both employee and customer engagement had positive influence on the performance of the companies, however, customer engagement proved to have a stronger effect. It is therefore conclusive to note that integrating both employee and customer engagement is more likely to produce better performance outcome than when they act individually.



Jamie and Alan (2014) in a bid to investigate the notion of employee engagement implied that the dilemma in this concept is related to how to measure employee engagement and the theories that adequately backs-up the concept. The theory of engagement as developed by Kahn (1990) and Job Demands-Resources (JD-R) model was employed in the study. It was concluded from the findings that a consensus is yet to be reached to provide a definition to employee engagement coupled with the concerns regarding how employee engagement should be measured. Causal conclusions were difficult to make any precursory judgments on the benefits and consequences of employee engagement and as such further findings were expected to be undertaken relative to developing a science of employee engagement theory.

Another study by Shuck, Reio, & Rocco (2014) examined the links between job fit, affective commitment, psychological climate, and employee engagement, and the dependent variables, discretionary effort, and intention to turnover. An Internet-based survey battery of six scales was administered to a heterogeneous sampling of organizations from service, technology, healthcare, retail, banking, nonprofit, and hospitality fields. The results indicted Job fit, affective commitment, and psychological climate were all significantly related to employee engagement, while employee engagement was significantly associated with both discretionary effort and intention to turnover.

Vogelgesang, Leroy, & Avolio (2013) examined in a 3-month longitudinal study on how a leader's integrity relates to a personal followership work engagement; it also viewed upon how such relationship, in turn, connects to performance. The findings indicated that followers rate their leaders more transparent communication at Time 1; they were also assessed to be more engaged in their work role at Time 2. The findings also revealed that their perceptions of leader behavioral integrity mediated that relationship, and as such, there was a positive follower engagement effect based on third-party ratings of follower performance at Time 3 lagged three months. This study, therefore, acknowledges that employee engagement is having a moderating impact on business performance.

Ronald and Ghada (2010) examined the consequences and antecedents of effective work engagement and well-being in a sample of male and female managers and professionals employed in various organizations and industries in Egypt. Antecedents included personal demographic and work situation characteristics as well as measures of need for achievement and workaholic behaviors; consequences included measures of work satisfaction and psychological well-being. The results indicated that first; both requirements for achievement and one workaholic job behaviour are found to predict all three engagement measures. Second, engagement, particularly dedication, predicts various work outcomes (e.g. job satisfaction, intent to quit). Third, engagement, again, particularly commitment, predicted different psychological wellbeing outcomes but less strongly than these predicted work outcomes.

3. Methodology

This study used a deductive approach to achieve accurate analysis to bring about a better understanding of the research topic. The deductive approach is a research strategy to test a hypothesis or theory; that is, moving from theory to research. The array of literature on the theory of employee engagement and individual well-being enable the researcher to confidently employ deductive approach investigate the significance of employee engagement and individual well-being on organization performance. The research strategy for the study is the survey



strategy which is selected to support the deductive approach. Usually associated with a deductive approach, the survey strategy is advantageous over other strategies (such as ethnography, case-study and action research) for obtaining a large amount of data easily and economically by questionnaire administration. It is easy to understand, work with and capable of recording the verbal behaviour of respondents (Levitt et al., 2017). It was also adopted by Saunders et al. (2016) to give the researcher more control over the research process. For this particular study, a survey is considered to be the most suitable method for gathering information and data required to ascertain the significance of employee engagement and individual well-being on organization performance. Consequently, the adoption of survey strategy supports previous studies in a similar area of research (Levitt et al., 2017) Choy (2014) argued that the weakness of both quantitative and qualitative methods could be overcome by employing both methods to provide a more comprehensive, robust and generalizable result for the research topic. Based on this, a mixed data collection method was adopted for this research. This study employed the use of quantitative and qualitative data through the use of questionnaire and interview. The data for the qualitative study was gathered during a semi-structured interview with top managers who are responsible for, or intimately involved in the policy formulation and implementation employee engagement and individual well-being. Qualitative research such as data collection method via interviews searches for meanings and views held by people. The quantitative data, on the other hand, was also analysed through the administration of a well-structured questionnaire; the mixed method was also adopted by Ellis & Orensen(2017) in a similar study. Effective research outcome depends on the quality of data collected. The population of this study is multi-dimensional cutting across the top, middle and lower level staff of UDEX. This study adopted census study on the entire 48 staff of UDEX using self-administered questionnaire and interview. Data were collected from primary sources with the use of a well-structured questionnaire and semi-structured interview in this study. One of the human resource executives was interviewed, and 48 copies of questionnaire were administered to the staff of UDEX Group. The retrieved data from the interview and questionnaire were displayed in the data analysis section of this study.

Therefore, a regression analysis was conducted to determine the influence of one variable over the other variable(s). The model is mathematically shown below.

$$Y = A + Bx + \mu, \dots\dots\dots 1$$

where Y is the effectiveness; A is the constant; B is the value of coefficient; μ is the error term

4. Results

Data Analysis

Table 1: Correlation Coefficient for employee engagement and Organizational efficiency

		Employee Engagement	Efficiency
Employee engagement	Pearson Correlation	1	.702**
	Sig. (2-tailed)		.000
	N	48	48
Efficiency	Pearson Correlation	.702**	1
	Sig. (2-tailed)	.000	
	N	48	48

** Correlation is significant at the 0.001 level (2-tailed).



The above correlation Table shows that at a 0.01 level of significance, $r = 0.0001$ (2-tailed test). This means that since r is less than 0.01, there is a positive relationship between employee engagement and UDEX Group's Efficiency. The significance level of 0.01 implies statistical confidence of above 99%. By implication, employee engagement and efficiency are significantly correlated. Thus, we reject the null hypothesis (H_0) and embrace the alternative hypothesis. (H_1).

The coefficient Table shows a simple model that expresses how employee engagement impacted effectiveness.

Table 2: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.748	.201		3.726	.000
1 Employee well-being	.846	.050	.822	16.800	.000

Note: Dependent Variable: Efficiency

The coefficient in Table 2 is a simple model that expresses the extent to which employee well-being affects the efficiency of the UDEX Group. The mathematical model is demonstrated below. This means that for every 100% increase in UDEX Group's efficiency, employee well-being contributes 84.6%. The level of significance below 0.01 indicates a statistical confidence level of above 99%. This means that a greater proportion of efficiency increase is as a result of employee well-being.

Findings and Discussion

Findings and its discussion of this study were grouped for adequate triangulation base on the analyzed data and result derived from questionnaire and interview conducted in UDEX. Hence, for clarity purpose, the grouping of findings and its discussions were based on the objectives of the study.

Retrieved questionnaire data and information generated through an interview conducted in UDEX revealed that employee engagement has a significant effect on employee effectiveness; as such, the null hypothesis stating that employee engagement has no significant impact on the efficiency of UDEX Group is rejected.

It was recorded that engaging employee is crucial to UDEX performance. However, the performance of these employees varies based on their educational level. The engaged employees in possession of a college degree have a level of performance that is greater than those seen among employees in possession of a high school diploma or less. Engagement does not only increase focus and efficiency, but it also decreases absenteeism rates. Employees that are engaged recognise the importance of their effort in contributing and care about what they do, towards the success of their employer and the performance of the organization.

These findings corroborate the work of Ellis and Orensen (2017) from their study on the effect of employee engagement. They opined that an organization's performance is inclined with employee engagement having discovered a positive correlation between both variables. According to the researcher, the more engaged employees are, the better the performance of the



organization, which is measured by its profitability, productivity, employee retention, efficiency, safety, effectiveness and customer loyalty. In the same vein, about the findings of this study, some authors from their research concluded that employee engagement would lead to improved employee effectiveness and involvement towards respective jobs and thus creating a motivated workforce that will work together to achieve the common goals of the organization. (Rafferty,2015; Taris & Schaufeli 2015; Sandhya, 2016).

On another hand, other studies (Brett, 2007; Anitha, 2014; Armstrong et al., 2016) contrasts the findings, instead indicates that organizations should develop a robust performance management system which holds managers and employees accountable for the behaviour they bring to the workplace, place focus on top-performing employees to reduce turnover and maintain or increase effectiveness. Kumar and Pansari (2015) opine that for an organization to be effective using engagement tool, it must involve both its employee and customer. The findings revealed that employee empowerment had a moderating effect on both customer and employee engagement; also, the type of business either business-to-business or business-to-customer, and the nature of the industry were critical factors that proved to have impacted employee engagement in particular.

Lastly, information gathered through interviews, and retrieved questionnaire from UDEX staff revealed that employee well-being affects an organization's efficiency significantly; as such, the null hypothesis stating that employee well-being does not affect the efficiency of UDEX Group is rejected. The analyzed data from the retrieved questionnaire presents a simple model that expressed the extent to which employee well-being affects the efficiency of the UDEX Group. Interview section with the HR manager also revealed that employee well-being has a significant impact on the organization's efficiency. Hence, employee well-being is a critical part of the organizational success which predicts employee outcomes, organizational success, and financial performance. The impact of well-being can manifest itself through productivity, results for customers of the organization, employee retention rates and organizational culture. The findings of this study show that individual well-being is a vital tool to enhance organizational performance. It was also evident that the effectiveness of organizations depends on the rate of employees' productivity; as such, it is often the responsibility of the organization and specifically the HR department to continually carry out examinations via surveys, personal interviews, observations, and performance appraisals to monitor the rate of productivity and level of employee motivation towards discharging their duties. This finding corroborates the finding of Alan (2014) that examined the impact of individual well-being on organizational performance.

It was further implied that the level of individual or collective productivity is tantamount to the amount of job satisfaction and particularly the level of employee well-being. Employee well-being was, therefore, ascertained to have a more significant effect on individual employees as it dictates the level of productivity, which in turn affects the level of organizational effectiveness. In this study, it was asserted that for organizations to thrive and engage their employees optimally there is a need for the organization to ensure that the employees are often in the right state of mind. It was opined that employees with a low level of motivation to work are very likely to reduce their level of productivity, which adversely affects the performance of the organization. It was further revealed that one of the causes of the low level of motivation to



work arises from the inability for organizations to decipher and be sensitive to the attitude or behaviour of individual employees at a certain period which has a significant effect on the level of productivity. Organizations were therefore admonished to always carry out constant reviews of their employees, particularly on how they feel about the job they have been assigned.

One of the HR executives of UDEX Group was asked to relay his views on the effects of engaging employees on the efficiency and performance of the organization. The response given revealed that engaging employee is crucial to UDEX Group's performance. However, the performance of these employees varies based on their educational level. The engaged employees in possession of a college degree have a level of performance that is greater than those seen among employees in possession of a high school diploma or even less than that. Employee engagement does not only increase focus and efficiency, but it also decreases absenteeism rates. Employees that are engaged recognize the importance of their effort in contributing and care about what they do, towards the success of their employer and the performance of the organization. It is very important to note that the greater the involvement of employees an organization, the higher the chances of that organization succeeding; this is because employees are tangible assets to the organization and the more they are allowed to have a say in the decisions taken by the organization, the more they are willing to be committed.

5. Conclusion and Recommendation

Employee engagement and individual well-being matters to both the employee and the organization as a whole. Regardless of the industry, size, or location, many companies struggle to unlock the perplexities of why performances vary from one workgroup to the other. An organization that is bound to compete effectively in this highly competitive business environment needs to employ appropriately employee agreement and individual well-being as a tool to enhance the attainment of the organizational goals and objectives. This study measures the significance of employee engagement and individual well-being on organizational performance. The hypotheses were postulated to achieve the set objectives of the study and answer the research questions. The results derived shows that employee engagement and individual well-being has a significant effect on organizational performance positively.

Based on the findings of this research, the following recommendations for actions were made. Top management of UDEX and other related organizations should keep in mind that employee engagement drivers such as empowering the employees, providing full information, support from the senior management, aligning efforts with strategy while planning to engage their employees to ensure efficiency and improved performance in their organization. Secondly, communication within the organizations should focus more on engaging employee, individual well-being, empowering employees, and building a bond between leaders, rewards and recognition and employees as strategic objectives. Thirdly, management's at all levels should leverage on employee engagement strategies in the organization. This study revealed that the practical application of employee engagement and individual well-being strategies would assist the organization in enhancing its performance. Finally, organization leaders should adopt a periodic survey with employees to develop a better understanding of the employees' expectation trends over time. Monitoring and tracking employee engagement strategies of an organization and its competitors can be useful when planning to implement effective employee engagement strategies.



References

- Abel, M. (2013). The social and financial benefits of developing employee satisfaction. *International Journal of Management & Information Systems*, 17, 83-88.
- Alonso, A. D., & Kok, S. (2018). A resource-based view and dynamic capabilities approach in the context of a region's international attractiveness: The recent case of Western Australia. *Local Economy*, 33(3), 307-328.
- Anaza, N. A., & Rutherford, B. (2012). How organisational and employee-customer identification, and customerorientation affect job engagement. *Journal of Service Management*, 23(5), 616-639.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308-323.
- Armstrong, D., Shakespeare-Finch, J., & Shochet, I. (2016). Organisational belongingness mediates the relationship between sources of stress and posttrauma outcomes in firefighters. *Psychological Trauma: Theory, Research, Practice, and Policy*, 8, 145-165.
- Bakar, H. A., & McCann, R. M. (2016). The Mediating Effect of Leader-Member Dyadic Communication Style Agreement on the Relationship Between Servant Leadership and Group-Level Organizational Citizenship Behavior. *Management Communication Quarterly*, 30(1), 32-58.
- Barney S.H. (1991). Theory of organisations. *Journal of Management Studies*, 49, 1194-1220.
- Choy, L. T. (2014). The strengths and weaknesses of research methodology: comparison and complimentary between qualitative and quantitative approaches. *IOSR Journal of Humanities and Social Science*, 19(4), 99-104.
- Ellis, B., & Sorensen, K. (2017). Employee Engagement and HRD: A Seminal Review of the Foundations. *Human Resource Development Review*, 9(1), 89-110.
- Ellis, F. & Orensen, J. (2017). Supporting workplace learning for high-performance work. *International Labour Organization*.
- Fairlie, P. (2014). Meaningful work, employee engagement, and other key employee outcomes: implications for human resource development. *Advances in Developing Human Resources*, 13(4), 508-525.
- Hamel, M. & Prahalad, K.M. (2015). Empirical analysis of organisational justice towards employee's customer-oriented behaviour: A case study of medical institutions in Pakistan. *African Journal of Business Management*, 5, 1286-1292.
- Heilman, D. & Kennedy-Philips A. M (2011). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of Organizational Effectiveness: People and Performance*, 2, 7-35.
- Hill, A. & Birkinshaw, T. S. (2012). Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5(12), 89-96.
- Jamie, G.A & Alan, S.N. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly*, 25(2), 155-182.
- Jumah, H. (2016). Employee engagement, organisational performance and individual. *The International Journal of Human Resource Management*, 87, 268



- Kibui, M. E. (2015). Exploring the process of ethical leadership: The mediating role of employee voice and psychological ownership. *Journal of Business Ethics*, 107, 21-34.
- Kimura, T. (2011). Empowerment, P-O fit, and work engagement: A mediated moderation model. *European Journal of Economics, Finance and Administrative Sciences*, (38), 44-58.
- Kumar, H. & Pansari, M. (2016). Competitive Advantage through Engagement. *Journal of Marketing Research*, 53(4), 497-514.
- Levitt, H. M., Motulsky, S. L., Wertz, F. J., Morrow, S. L., & Ponterotto, J. G. (2017). Recommendations for designing and reviewing qualitative research in psychology: promoting methodological integrity. *Qualitative Psychology*, 4(1), 2-22.
- McCann, E. (2015). Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), 600-619
- Ongori, K. (2009). Empowerment, P-O Fit, and Work Engagement: A Mediated Moderation Model. *European Journal of Economics, Finance and Administrative Sciences* (38).
- Othman, N., & Nasurdin, A. M. (2012). Social support and work engagement: a study of Malaysian nurses. *Journal of Nursing Management*, 462-478.
- Paluku, G.I (2016). Keeping the Best: A Practical Guide to Retaining Key Employees. United Kingdom: Grantham Book Services.
- Plowman, (2013). Organisational belongingness mediates the relationship between sources of stress and organisation outcomes in firefighters. *Psychological Trauma: Theory, Research, Practice, and Policy*, 8, 145-165.
- Rafferty, J. E. (2015). Work engagement: A quantitative review and test of its relations with the task and contextual performance. *Personnel Psychology*, 64(1), 89-136.
- Rafferty, S. Maben, R. T., West, P & Robinson, H. (2015). Work engagement: Reflections on the state of play. *European Journal of Work and Organizational Psychology*, 20(1), 74-88.
- Reio, T. G., & Sanders, R. J. (2011). Thinking About Workplace Engagement: Does Supervisor and Coworker Incivility Really Matter? *Advances in Developing Human Resources*, 13(4), 462-478.
- Rich, B. L., Lepine, J. A., & Crawford, E. R. (2016). Job engagement: antecedents and effects on job performance. *Academy of Management Journal*, 53(3), 617-635.
- Ronald, J. B., & Ghada, E. K. (2010). Work engagement among managers and professionals in Egypt: Potential antecedents and consequences. *African Journal of Economic and Management Studies*, 1(1), 42-60.
- Sandhya, S. (2016). Individual factors and work outcomes of employee engagement. *Procedia-Social and Behavioral Sciences*, 40, 498-508.
- Saunders, M., Lewis, P. & Thornhill, A. (2016). *Research methods for business students*. Harlow: Pearson Education Limited.
- Shuck, B., Reio, T. G., & Rocco, T. S. (2014). Employee engagement: an examination of antecedent and outcome variables. *Human Resource Development International*, 14(4), 56-72.
- Soane, E., (2017). Development and application of a new measure of employee engagement: The ISA Engagement Scale. *Human Resource Development International*.



- Sofian, S. (2016). Individual factors and work outcomes of employee engagement. *Procedia - Social and Behavioral Sciences*, 40, 498-508.
- Spicer, M. (2014). Development and application of a new measure of employee engagement: The ISA Engagement Scale. *Human Resource Development International*.
- Taris, T.W. & Schaufeli, W.B. (2015) Van Veldhoven, M., Peccei, R. (eds.), Well-being and performance at work: The role of context, pp. 15 - 34
- Vogelgesang, G. R., Leroy, H., & Avolio, B. J. (2013). The mediating effects of leader integrity with transparency in communication and work engagement/performance. *The Leadership Quarterly*.doi: <https://doi.org/10.1016/j.leafqua.2013.01.004>
- Wernsing, C., & Palanski, A. (2016). Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *The International Journal of Human Resource Management*, 24(14), 2657-2669.