

## EMPLOYEE ENGAGEMENT- “TRENDS AND DYNAMICS OVER PAST TWO DECADES – CHRONOLOGICAL LITERATURE REVIEW”

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### **1. ABSTRACT**

Employee engagement is continuously evolving especially over past two decades. It is only engaged employee who will go extra mile to achieve organizational goal. This review paper provides an in-depth knowledge on how employee engagement trends have evolved over past two decades (1998-2018). Employee engagement is the degree of commitment an employee has towards his or her organization. It will also help to learn how employee engagement is used as a tool to retain employees. With the help of this review paper, further the failures in engaging employees can be understood and accordingly Human Resource Management can come up with new strategies. This study will be useful to researchers, scholars and human resource strategist to build further set of action.

**Keywords:** Employee Engagement, Human Resource Management, Review

### **2. INTRODUCTION**

Employee engagement is the degree of commitment an employee has towards his or her organization. In the modern business era organizations are using employee engagement as one of

the strategies to accelerate business growth. The companies understand the importance of employees' wellbeing; companies try to provide a decent work-life balance.

Employee engagement is not a new concept, 20 years back it first appeared in an Academy of Management Journal article, "Psychological Conditions of Personal Engagement and Disengagement at Work" (Kahn, 1990).

Earlier, during the 70's and 80's Human Resources focused more on employee satisfaction. It was then more discussed about the employees and their relationship with the organization. Due to increase in global competition and shift from manufacturing to service sector. Focus gradually moved from satisfaction to commitment in return for job.

Slowly old traditional industries were shut down, because of which employers learned that there are no lifelong jobs and there is a tough competition out there in business world. They need to be more adaptive and flexible to explore further opportunities. These jobs hopping and changing patterns of employees brought no good to employers. They realized that employees lack loyalty towards their employers, and they are facing its penalty in terms of high cost expenditures.

In 1990, "From People to Profits, the HR link to the service-profit chain" published by institute of employment studies profound the concept of employee engagement. It showed an established link between employers, employees, performance, customer retention and organizational development.

Post 2000, theory, concept and practice of employee engagement got depth and breadth because of its applicability and importance. At present employee engagement is widely used in the organizations as one of the methods of employee retention strategies, also organization use engaged employees as a tool for strategic partner in the business. Engaged employees are more productive and effective. Basically, employee engagement is an organizational approach, which

connects the employee with its organization, alters its behavior by motivating it and increases its efficiency to achieve organizational goals along with fulfilling individual goal of employee

### **3. SCOPE OF STUDY**

The scope of the study is comparing employee engagement activities from years 1998 to 2018 by studying the changes in key motivators and challenges with change in generation of workforce post year 1998. The new trends practiced globally and created team of engaged employees.

### **4. OBJECTIVES OF THE STUDY**

**The study focuses on the literature available on employee engagement of last two decades (1998-2018) as major focus of this research. It also has the following objectives:**

- 1) To compare employee engagement activities as per the literature
- 2) To identify change in key motivators of employee engagement activities
- 3) To study challenges and issues in engaging employees exiting
- 4) To study the best global practices of employee engagement
- 5) To predict the future of employee engagement as way forward

### **5. REVIEW OF LITERATURE**

**Fredrickson (1998) mentioned** in his study that there is link between specific emotions and behavior at workplace. The study highlighted that positive emotion would lead to widen the scope of attention at workplace.

**Buckingham and Coffman (1999) mentioned** that of the term ‘employee engagement’ still remains merely without definite answers though believed to be first used by Gallup organization

in the 1990s. In their study they found similarity between ‘employee engagement’ and ‘worker engagement’. They have also mentioned that employee engagement is perceived to be more concerned with correlation to the organization whereas, worker engagement involves relationship with one’s work

**Powell W.W (April, 2000)** to draw out differences between old and modern system of organizing work and engaging the employees; post-war era, (1950 to around 1985). Based on his research it was concluded that in old system prominent feature was distribution of responsibilities and rewards only among management and labors. Managers were decision makers, thinkers and planners (short goal setting) & workers- plan executers. The modern system included corporate growth and diversification, also senior managers with experience across departments for periodic task, which brought out team effectiveness, as teams were from different departments.

**Suzanne. L; Peterson. J (2002)** aimed to determine the relatedness of manager’s self-efficacy with the level of employee engagement in organization. They concluded that the Managers self-efficacy is associated to employee engagement. They also highlighted that as the manager employees become more attached (cognitively and emotionally) towards their work. This study suggested that engaged employee would be more confident and brings success to work. The condition of self-efficacy provides understanding and managerial effectiveness from employee engagement, and provide greater added value to workplace outcomes and management in development

**Van den Berg and Wilderom (2004)** proposed in their study that organization is a set of different dimensions- autonomy, external orientation, interdepartmental coordination, human resource orientation, and improvement orientation, which are based on behavior and practices of the organization.

**Saks, A.M. (2006)** in their research was to measure antecedents and consequents of job and organization engagement in view of social exchange theory. In his research he concluded that there is a vast difference between engagements at different levels i.e. job and organization. Job and organization engagement mediates a dialogue between antecedents and consequence. Antecedents include- organizational support, supervisor support, job characteristics, rewards & recognitions, procedural & justice; whereas consequences include- satisfaction towards the job, also commitment, sometimes intentions to quit, and organizational employee behavior.

**Gorman Jr, B; Gorman. R E. (2006)** gave an insight on how to increase the employee productivity through employee engagement. In their study it has been mentioned that the responsibility lies in the hands of managers to make the employees more passionate about their work, to drive for better results of both organization and employees as individuals. The study focuses from the late 80s and early 90s organizations concentrated on employee satisfaction to measure organization's success. Factors like accelerated coaching and career support, recognition, accountability were lacking in the past. Traditionally, the organization focused more on employee satisfaction, but over the past decade or so focus has been changed towards employee engagement. In the modern business world, the organizations concentrate on coaching and career support, recognition, accountability, involvement and communication to keep the employees engaged. Coaching the employee shows how much the organization gives importance to its employees and making them accountable gave them a sense of responsibility towards organization's growth.

**Brewster,C; Higgs, N; Holley, N. McBain. R (2007)** Their objective was to conduct an explorative approach on employee engagement including the current practices of excellence, key players and motivational drivers of employee engagement. The research resulted with an integrated model designed included key drivers, psychological conditions, organizational

commitment, engagement, satisfaction leading to key outcomes. Challenge is to create a shift in mindset of organization that engagement is not line manager's responsibility; it is employees' onus, which needs empowerment.

**Bhatnagar, J. (2007)** Researcher objective was to relate talent management to all levels of employee engagement in ITES sector, India. The study concluded that in ITES sector, for a limited period of time a good level of employee engagement is a wise retention strategy. Although the study concluded that beginning of the career the engagement level is low, but increases with experience as loyalty and belongingness increases. Factors like organizational culture, incentives & career planning and also organizational support are the main contributors of engaged employees.

**Kular, S. (October 2008)** in this research objective was to collate the clear definition of employee engagement by reviewing peer and published research papers, to draw out differences between engaged and disengaged employees. The research also focused on identifying the key parameters for engagement of employees. It also aimed at add adding value to the existing knowledge of employee engagement. The conclusion of the research was that there is no specified definition for employee engagement, but from an employee's perspective it is their level of performance and belonging to the organization. Because of the link between employee engagement and business outcomes, hence one could say the profitability of a business is dependent on its engaged employees. Different cultures, values also management styles are not perceived same by employees, so as to motivate and keep them engaged. They differ from organization to organization and employee to employee. Emotional experiences, Perception, personality, well-being are all linked with employee satisfaction and engagement.

**Richmana A. L; Civiana, J.T; Shannona, L. L; Hillb, E. J; Bernnec (2008)** their aim was to establish relationship between work life policies and flexibility to employee engagement. Their

study resulted in defining the close coordination of flexibility of workplace and work-life balance policies which helps organization to retain and engage talent. They explored the relation of formal and informal flexibilities as well. The formal flexibilities included tele-work or flex work, which was more encouraged by employees. Both these formal and flexibilities helped the human resources business partners to reduce employee work life conflicts.

**Attridge, M. (June 2009)** objective of this study was to focus on the issues and effects of employee engagement, highlighting its importance to the business. Study revealed some practices employers use to engage employees. Study resulted as follows; Employee engagement affects business in many ways, it ensures improved quality, better customer service, cost effectiveness and loyalty. The key to engagement is communication, where employers linked it differently at employee and organizational level. At employee level supervisory communication, health benefits, employee assistance program and at organizational level employee work environment fit, tools support & resources, working conditions and corporate culture. Issues identified were inconsistent management style, reactive decision making, lack of knowledge sharing & poor work life balance

**Shuck, M.B.; Wollar, K.K(2009)** researchers described from the historical perspective the development of employee towards his work i.e. engagement. Earlier there was no clear way to define employee engagement; they gave a clear concept by using multiple conceptions from various fields of study and from the best HRD (Human Resource Development) practitioners. They quoted evidences of linkages engaged employee with business outcomes. By this they concluded that the present working condition of emotional, cognitive, mental and behavioral state effects the organizational success and outcomes.

**Siddhanta A.; Roy,D. (2010)** Study aimed to synthesize modern activities corporate use to engage the employees, also the key drivers of engaged employees and ways of identifying

engaged employees. Employee engagement leads to high level of employee commitment and inclusion towards the job and driving a motivated workforce. High engagement leads to financial performance, high productivity, best customer satisfaction and low turnover.

Engaged employees can be characterized as: Say – to convey the customers, employees and ex-employees' positive thoughts about the organization; Stay –strong organization affiliation; Strive – initiative, efforts and time for business performance

**Robertson I.T.; Cooper, C. L. (2010)** researchers proved that employee engagement is more sustainable when connected with its needs and well-being. The study concluded that organizations should broaden its scope of employee engagement from employee engagement to full engagement i.e. engaging employee at workplace but its well-being within and outside the organization. Well-being is firstly in form of positive feelings and overall life satisfaction. Secondly, Sense of purpose i.e. meaning and direction on people's positive. So, well-being encompasses both positive feelings and meaning to their work. Both the factors are linked to beneficial organization-level outcomes

**Desai, M.; Majumdar, B. (2010)** Study gave an insight on the underlying reasons indicating the high or low employee engagement in both IT and manufacturing sector. The commitment and involvement levels in employees to the organization and values can be measured by their emotional attachment towards the company, peers and job and also the willingness to learn and work. The productive employees are loyal and satisfy their own and the company's goals. From the study it was identified that the employees at manufacturing sector were comparatively more engaged than the employees in the IT sector. The employees of manufacturing sector felt that they were taken care of, free and frank communication with their line managers and also the managers were empathetic and the freedom to contribute towards the organizational goals and decision process. Employee engagement contributes to company's productivity, performance.



Appreciating and encouraging employees for their work keeps employees motivated and engaged. Factors like training and development and organizational culture must be considered while designing organizational policies on decentralization, career development, and incentives.

**Markos, S. Sridevi, M.S. (2010)** Researchers in this study found that every engaged employee is attached to the organization emotionally and are highly involved in the growth organization. Engaged employees are generally top performers who are committed and satisfied with their job. They generally are enthusiastic, take extra time and effort to initiate and contribute for the organization's success. Most studies found that 2-way communications shows managers' interest in employees, giving opportunities and autonomy to perform their job keeps the employees engaged. Rewards and recognition for the performance of employees adds to the productivity of organization.

**Welch, M. (2011)** In this study authors gave an overview about the employee engagement literature and evolutionary waves in the development of the concept. Also gives an insight of how the concept of employee engagement was included as a part of organizational commitment and was considered at an organizational level as well as job level. This paper divides the evolution of employee engagement into 4 waves as pre-wave, wave 1 (1990-1999), wave 2 (2000-2005), wave 3 (2006-2010). The benefits such as change in employee behavior, employee role and organizational commitment are explained.

**Dr. Parkes, L. (2011)** Research objective was to study and define the wider scope of employee engagement by highlighting the purpose, main drivers, strong practices globally and their purposes. Study concluded all organizational outcomes like organizational culture, attitude and behaviors of employees, healthy safety & security are anchored on one factor employee engagement. So, employee engagement is a blend of positive attitudes and further sub components. The major drivers were rewards and recognition, career opportunities whereas on

the other hand the values of organization, its mission and vision embedded in employees is also a key driver to engage employees.

**Sanborn P.; Oehler, K. (2012)** Main focus of this study was to understand what the best practices employers are use globally keep their employees engaged. Also, to identify the challenges faced by employers. The findings of the research paper said that the best employers treat employee engagement as a cogent, emotional state leading to high performance levels. They not only concentrate on the well-being of employees but also emphasis to make them feel part of an open process. According to the best employers the main drivers of engagement are strong leadership, employee value proposition, rewards & tools to enable employee deliver best performance. The main challenges faced by best employers are maintaining engagement at different levels and implementing action planning process.

**Sanborn P.; Oehler, K. (2013)** researchers aimed to determine the global economic trends of engaging the right talent in right behavior in diverse economic conditions the organization are facing. Employee engagement is a barometer of organization growth and health. Globally pay is major drivers of engagement. They came up with an engagement model which shows a link between engagement drivers and engagement outcomes. Engagement drivers like work life quality, opportunities, rewards, company practices & management and engagement outcomes like say, stay & strive

**Shuck. B.; Reio Jr, T G. (2013)** their objective was to link the physiological condition of work place in context of employee engagement and also determine the factors. They concluded that work climate affects the social well-being of employees and disengaged them. So Culture sensitivity and humane approach should be used. Emotional exhaustion, depression, breakdown is likely the antecedents of non-social well-being environment. Leadership implication has a

great impact on employee engagement. Strategies involving empowering employees and emphasizing on individual goals under leadership are the best.

**Soni, B.S. (2013)** Study aimed to determine the successful motivators of employee engagement in organization of 21st century. Study reveals that main drivers of employee engagement. Research also contributes to handle disengaged employees, along with modern practices. Study found that the main issues of employee disengagement are productivity, efficiency, customer focus and related matters.

**Dr. Swarnalatha, C. Prasanna T.S. (2013)** researchers suggested the Human Resource Strategies to foster engagement culture at work place and gain a competitive edge from it. This research highlights that employee engagement is a complex concept and there are many different levels of influencing. Although most of the factors are different for different organizations still flexibility approach is a common root for effective engagement. Also the importance of power communication and work culture are components of employee engagement.

**Dr. Das, S.P.; Prof. Narendra, P. (2013)** They focused on the factors related to employee engagement and the recommendations for improving the employee productivity based on the factors. Employee engagement factors like intellectual and emotional bound towards the organization, role clarity and responsibility, and work place culture. From the study it was identified that the employees were clear on organization's mission. They had clearly defined roles and responsibilities; job promotions were carried out in an unbiased fashion giving way to employee loyalty. The organization follows an open work culture where employees felt that their managers and peers were friendly and cooperative. There was no negative competition unlike other organizations also more than 50% of the employees were satisfied with compensation and benefits. All these factors lead to keep the employees engaged. Study recommendations can be implemented to enhance employee engagement: conducting quarterly meeting. It also suggested

to conduct workshops to communicate the mission of the organization and how to relate it with one's own KRAs, innovative work agreements and CSR activities to support work life balance, and through rewards and recognitions.

**Miller, H. S. (2014)** researcher aimed to benchmark the current best practices of employee engagement and guide the organization on enhancing their practices of employee engagement. From the research the authors concluded that keeping employees engaged is not the only challenge, keeping the highly engaged employees further engaged; monitoring them is also a big challenge. Firstly, organizations should include employee engagement in their strategic planning and under the leadership: employees should be clear on goals, mission, and vision. Secondly, employees should have fair chance to voice their opinions in addition to the rewards recognition and their career path as motivators. Employees should be molded to be accountable, empowered and mentally & physically fit. Thirdly, give equal importance to line managers as they are the close to the employees.

**J. Anitha (2014)** researcher aim was to determine the key factors and also if employee engagement has impact on employee performance. There are constant and variable factors which engage employee at work place. The variable ones are organization working environment and team and peer relationship. The constant factors are organization policies, training and development, and compensation. Employee engagement is directly correlated to employee performance; in fact it connotes a healthy working culture.

**Albrecht S.L.; Bakker B.A.; Gruman J.A, Macey W.H; Saks, A.M. (2015)** Their objective was to set an argument that human resources practices influences employee engagement and organizational climate and also to trace out interrelationship of job factors, motivational factors and competitive advantages. They concluded that employee engagement deeply influences the organizational culture, also trends shift from normal routine practices towards performance

management, selection, training & development, & also socialization. The strategic embed modeled designed depicted the interdependence of HR strategies with organizational climate further linked with the web of job sources, job demands & employee engagement. This model leads to individual, team and organizational outcomes giving a competitive edge.

**Kumar,S.; Bharat, S.; Sahoo C.; Duari P.(2015)** their aim was to determine the contribution of gender discrimination on employee engagement and also relation of future time perspective with employee engagement. The study concluded that gender discrimination is negatively correlated with engagement at work both cognitively and emotionally. Future time perspective is moderator between perceived gender discrimination and emotional dimension. It is a resource for employee engagement both emotionally and compulsorily, when it comes to female employees.

**Joshi, E.; Nagori, N. (2015)** This study highlighted understanding the main initiators that are crucial to keep the employees engaged, through a comparative study between the manufacturing sector and IT sector they carried out this study. The nine factors which kept employees engaged were culture, role clarity, commitment, constructive feedback, autonomy, career development, involvement, work life balance and experimentation. Through the study they found that there is not much compelling difference in these nine factors illustrated above. It was identified that factors like mentoring; relationship with the sub-ordinates, peers, supervisors and managers; loyalty; profitability; are more vital to keep the employees engaged and thus these nine factors are significantly less important. Also two different sectors cannot be compared based on the same factors of engagement. It is important to identify what kind of employee engagement suits the sector best and plan employee engagement accordingly. For a successful employee engagement program, it is recommended to include open culture (to share ideas across all levels of management), sports, competitions, recognize employees for their talents, festival celebrations, etc. irrespective of the sector.

**Tiwari & Lenka (2016)** showed research on psychological safety and employee engagement specially with respect to India. The field selected was post-recession phase. While conducting study on psychological safety in employee engagement study found that employee has to work without any anxiety or fear to contribute to workplace goal. This study had finding that there is direct relationship between employees' psychological safety and employee engagement.

**Ghosh et al. (2016)** conducted study on employees of Banking sector where the objective was to trace the attributes of employee engagement in Indian private sector banks. The study was conducted on 176 employees of private banks. In his study two variables found strongly impacting employee engagement, that are, reward and recognition.

**Jena et al. (2017)** carried out research in the form of primary data to understand the correlation between trust, employee engagement and transformational leadership as well as emotional well-being at work place. Study based on banking and insurance sector employees (more than 500 samples) revealed that there is positive correlation among these factors like trust, transformational leadership and emotional well-being on employee engagement.

**Sahu et al. (2018)** mentioned in his study that employee engagement has strong relationship with employee branding. Is study was carried out with the help of more than 400 full time employees of IT sector. This study was based on primary data and this study used structural measurement model. This study suggested that transformational leadership and employer branding is facilitated by employee engagement.

Based on the systematic review of literature of employee engagement, researchers have drawn major findings of the study have been divided into early 90's era and post that paradigm shift as follows

### **5.1 Employee Engagement in early 90's**

The era of mid 90's employee engagement was not very well known concept. Its prominent features included division of work and rewards in between employees and labors, where managers were decision makers and labors were merely executors. Traditionally the organization focused more on employee satisfaction, but over the past decades or so focus has been changed towards employee engagement.

By the end of 90's there was a slight change in the concept in addition to the previous, where the focus shifted towards job security and reshaping of work culture. And Over the span of 20 years' numerous factors have contributed towards effective employee engagement. The research from time to time have proved that time and again new factors add value to the employee engagement and retention.

## **5.2 Paradigm shift in Employee Engagement parameters over the years**

Employee engagement has many key drivers and those are evolved over the years also. These parameters are clubbed into constants and variables. Constants like, incentives, career planning, healthy safety & security benefits, training and development, compensation policies etc. and variables like physiological commitment, employee empowerment, employee accountability, work flexibility, work life support policies, organizational culture, attitude and behaviors of employees, power communication. Employee value proposition all are main drivers and motivators of employee engagement.

New trends started emerging in post 2010 which included employees'/ managers self-efficiency and relatedness to employee engagement. Employees' self-efficiency brings effectiveness and understanding, also it brings value to the workplace. Employee's emotional experiences, perception personality are all well linked with employee engagement.

Now a day's organization have a perfect dialogue between organization & supervisor support, rewards & recognition with job satisfaction, organizational commitment leadership which mediates employee engagement to a certain level.

In past five years there has been shift from employee engagement to psychological engagement along with employee experience.

### **5.3 Challenging Parameters of Employee Engagement**

Challenges of employee engagement included integration of different values, ethics & culture with different management styles, decision making process, knowledge sharing between the employees and executives or any third party, work life balance, culture sensitivity and humane approach. The challenge further extends to keeping the highly engaged employees further engaged; monitoring them is also a big challenge maintaining employee engagement at different levels and implementing action planning process,

In view of all above parameters and challenges employers are using few practices to maintain a positive and engaged culture like supervisory programs, health benefits schemes, employee assistance programs, employee work environment fit, tools & support, working condition and corporate cultures for diverse workforce

Along with the above trends globally engaging employees also include right talent at the right position.

### **5.4 Prominent Characteristics of Engaged Employees in the Present Scenario**

At present with more exposure to concept of employee engagement characteristics of highly engaged employees can be visibly seen which were surveyed by the researchers in their studies; like their '**Say**'/ voice out i.e. word of mouth about the organization to co-workers, society, family & friends, customers. Their '**Stay**' i.e. inclusion to the organization and lastly their



‘Strive’ i.e. contribution to business performance by extra efforts, time and initiatives. Highly engaged employees leads to higher financial performance, productivity, customer satisfaction and lower manpower turnover. Employees/ talents are asses to the organization, retaining the intellectual assets will lead the organization to move towards success.

For a successful employee engagement program, it is recommended to include open culture (to share ideas across all levels of management), sports, competitions, recognize employees for their talents, festival celebrations, etc. irrespective of the sector. The employees of manufacturing sector felt that they were taken care of by free and frank communication with their line managers and also the managers were empathetic that they had freedom to contribute towards the goals and decision making process of organization. The organizations concentrate on coaching and career support, recognition, accountability, involvement and communication to keep the employees engaged.

### **5.5 Defining Sustainable Employee Engagement**

A sustainable employee engagement is associated with employee well-being and needs which becomes more prominent with positive feelings and work satisfaction.

It can also be blended with positive attitudes of employees and values embedded by the organization. Empowering employees and emphasizing on individual goals have major impact. On the other hand, improper employee engagement leads to emotional exhaustion, depression, breakdown and disloyalty. Targeting specific gender female employees are highly disengaged with gender discrimination, whereas future time perspective is highly motivating to them as it engages them emotionally with a feeling that organization does care about them. Coaching the employee shows how much the organization gives importance to its employees and making them accountable gave them a sense of responsibility towards organization’s growth.

## **6. WAY FORWARD**

In the era of Artificial Intelligence and digital space, employee engagement focus has now shifted to employee experience. Organizations are not merely asking employees to adjust as per organizations' culture but it tries to adopt employees' expectations in way of doing their business. Keeping employee engaged is future of work with positive experience. As mentioned above, employee engagement is not merely making them happy but also keeping them psychologically connected is biggest challenge. Most of the organizations will focus on design thinking and strategic approach to manage employee at the work place. Perquisites will not be enough in bringing employee engagement, organizations have to understand each employee more deeply to co- design employee experience / engagement to establish holistic picture. It must cuddle extensive and all-inclusive thought process to help make them concrete, experiment and iterate, building solutions organically, while distinguishing that the process is just as important, if not more important, than the product.

## **7. CONCLUSION**

It can be concluded from the research that there have been prominent changes in Employee Engagement function of human resources. Over the years it has shifted from employee satisfaction to job security to employee welfare and well-being. The key drivers of employee engagement kept on adding from time to time along with employee needs, which are both external and internal. These have set new trends which most of the sectors are following to retain their assets. There was a substantial change in job security and routine pay from the 80's to 90's. Manager's self- efficacy is another factor that builds relationship between manager and the employees, through which employees gain trust and helps in team building. Employees are highly disengaged at work; in the present scenario it is hard to seek the attention of employees.

Changing jobs every couple of years have become a fashion, whereas in the past employees have been loyal to the companies that they work for. Companies are losing out on talents, HRs are coming up with different employee engagement programs to retain them for as long as possible. In the past, companies lacked coaching, recognition and career support whereas now employees are put under various learning programs, leadership programs to ensure career growth. Organizational culture and support like flexi-working hours plays an important role in retaining the employees. Engaged employees ensure quality of work, cost effectiveness and better services. One of the studies showed that more than 50% of the employees were satisfied with compensation and benefits, which means the rest 40% has to be recognized for their performance. Business outcomes depends on how was the employees of the organization are engaged, employees' emotional, cognitive and behavioral state affects the organizational success. Organizations must allow its employees to align their goals with the organizations, autonomy to work, etc. Today's employee engagement is defined not only on basis of employee's job satisfaction, but also employee security, welfare, well-being and career development. All the factors contribute to a sustainable employee engagement environment.

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