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**Work Engagement and Its Predicators (The Case of Saint Paulo's  
Specialized Hospital Millennium Medical College)**

**Thesis Submitted in Partial Fulfillment to the Requirement for  
the Award of Master of Arts Degree in Human Resource  
Management**

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## **Dedication**

This thesis is dedicated to my lovely father-in-law, Sime Debella, who played my role, to take care of my little baby during this project, and my sister, Akenesh Lehona who passed away during this project.

## **Declaration**

I, Negash Lehona , hereby declare that the thesis entitled “Analysis of Current Level of Employee Work Engagement and Identifying Its Predicators Requiring Improvement: The Case of Saint Paulo’s Specialized Hospital Millennium Medical College” is a presentation of my original research work. And it has not been submitted for post graduate program in this or other universities.

Wherever contributions of others are involved, every effort is made to indicate this clearly, with due reference to the literature. The work was done under the guidance of Ato Teklegiorgis Assefa (Asst.Prof), at Addis Ababa University, School of Commerce.

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Signature

In my capacity as supervisor of the candidate’s thesis, I certify that the above statements are true to the best of my knowledge.

Ato Teklegiorgis Assefa (Asst.Prof)

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Signature

Date:

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## **Abstract**

*The purpose of this paper is to investigate the current engagement level of employees at work and to verify job resources that need upgrading at the Saint Paulo's Specialized Hospital Millennium Medical College. The data obtained for the study was collected through questionnaire that was distributed to 310 workforces of the hospital. All respondents were asked to rank 9 factors of Utrecht Work Engagement Scale(UWES)(Schaufeli and Bakker,2010) to determine the current level of employee engagement at work and 12 factors according to Gallup Q12 (Gallup, 2010) to verify the job resources or antecedents that need enhancement. The format and content of the questionnaire was pre-tested and validated using some employees of the hospital, particularly those who belong to Radiology department. For pilot study the response rate was 80%; which means from 20 samples only 16 answered the questionnaire. These were excluded from the major research. The response rate for the main research was 90%; that means from 310 samples only 280 responded the questionnaire. Descriptive statistical tools from SPSS version 21, such as percentage analysis and mean analysis were used in analyzing the data collected. The findings indicate average employees' work engagement level is "non engaging" and it points out the need for employees to be provided with job resources needed to perform their work roles. Therefore, relying of the study, it was recommended that top management should address issues related to engagement at work in order to improve the situation and enable the institution serve in its maximum potential.*

**Key words:** *Employee work engagement, the three dimensions of work engagement, job resources, the three categories of job resources.*

# **CHAPTER ONE**

## **INTRODUCTION**

This introductory chapter of the thesis addresses background of the study, an overview of the Hospital under study, the problem statement. Besides, the research question and study objectives, operational definitions of key words, limitation of the study are presented. The scope of study too, is included in this chapter.

### **1.1. Background of the Study**

Engagement is a popular concept both in business contexts as well as in academia. In everyday connotations, it seems true that “engagement” refers to involvement, commitment, passion, enthusiasm, absorption, focused effort, and energy. However, no agreement exists among practitioners or scholars on particular conceptualization of (work) engagement (Schaufeli and Bakker, 2010).

Despite the lack of consensus regarding its conceptualization, the construct work engagement is regarded as an independent and distinct concept. It is defined in its own right as “...a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”; Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one’s work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Finally, absorption is characterized by being fully concentrated and happily engaged in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work (Schaufeli, 2012).

As it has been cited by the contemporary scholars like (Schaufeli and Bakker, 2010, Markos and Sridevi, 2010, Schaufeli, 2012,) engagement has become a rather popular term, first in business and consultancy, and recently also in academia. Although, the origin of the term is not entirely clear, it was first used in the 1990s by the Gallup organization and in the social psychological work of Kahn who was the first scholar in academia by

conceptualizing engagement at work (Siddhanta and Roy, 2010, Markos and Sridevi, 2010, Mani, 2011, Schaufeli, 2012, Jenkins and Delbridge, 2013). Kahn described work engagement as the “...binding of organization members’ selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally, and mentally during role performances” ; in other words, engaged employees put a lot effort in their work because they identify with it(Kahn, 1990, p.694). According to Kahn (1990), a dynamic relationship exists between the person who drives personal energies (physical, cognitive, emotional, and mental) in to his or her work role on the one hand, and the work role that allows the person to express him or herself on the other hand. And Kahn claims that, engagement is assumed to produce positive outcomes, both at the individual level (personal growth and development) as well as the organizational level (performance quality).

In an attempt to integrate the business and academic views on engagement, Macey and Schneider (2008) used a very broad description of engagement as “... a desirable condition that has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy” (p. 4). Their comprehensive framework for understanding engagement includes: (1) positive views of life and work, or “trait engagement” (e.g., conscientiousness, trait positive affect, proactive personality); (2) feelings of energy and absorption or “state engagement” (e.g., satisfaction, involvement, empowerment); and (3) extra-role behavior or “behavioral engagement” (e.g., organizational citizenship behavior, personal initiative, role expansion). The above concepts seem quite different; however all of them contribute to the deeper understanding of employee engagement. Academic researchers are presenting their own interpretations of the meaning of the construct. Some of the points presented by the researchers are complementary and they agree that engagement creates the prospect for employees to attach closely with their managers, co-workers and organization in general and the engaging environment is the environment where employees have positive attitude toward their job and are willing to do high-quality job.

Work engagement has furthermore not yet been studied from a critical human resource management perspective, nor have the common and contextual implications of engagement within the domain of human resource management been considered, instead it has been more studied by psychologists (Markos and Sridevi, 2010, Truss, Shantz, Soane, Alfes and Delbridge, 2013).

However, in recent years, academic scholars and management practitioners have introduced the topic of work engagement to capture the kind of work motivation required in today's challenging workplace; as a lot more is expected of employees these days than in the past as organizations face intense competition and customers demand greater quality of products and services (Leiter and Bakker, 2010). In other words, this century demands more efficiency and productivity than any other times in history. Businesses are striving to increase their performance. Managers have been tackling many challenges to succeed putting their company ahead of competitors. To overcome such problems they try to adopt and apply different concepts. Among those suggested techniques, concepts like Total Quality Management (TQM) and Business Process Reengineering (BPR) and Business score card (BSC) and kaizen, but not work engagement concept commonly. These concepts are helpful in increasing organizational performance by focusing on operational and process improvements (Markos and Sridevi, 2010).

But if an organization wants to win its employees hearts and minds, deliver quality service, operational excellence, and creative problem solving work environment, then the leadership and management must begin to understand and be responsive to the needs of employee work engagement; this is supported by the following quotation. In his book "The New Rules of Engagement", Johnson wrote "the ability to engage employees, to make them work with our business, is going to be one of the greatest organizational battles of the coming 10 years" (Johnson, 2004, p.1, as referenced in Sange and Srivasatava, 2012). Today's employees expect resources such as role clarity, opportunity for skill development, social support, positive feedback, supervisor support, coaching, quality culture, learning opportunities, operational autonomy, modern performance management (clear, transparent goals), positive work environment

characterized by flexible work environment and culture of recognition, growth opportunity (training and support on the job, self directed, dynamic learning) and trust in leadership (inspiration, transparency and honesty). Gallup's Q12 analysis of 49,928 business units and 1.4 million employees discovered that engagement directly affects performance outcomes: organizations in the top-quartile of engagement scores had 21% higher productivity and 22% higher profitability (Gallup, 2013. Page1).

Yet for the healthcare industry, employee engagement isn't just about profit. The direct correlation between patient care quality, safety, and employee engagement necessitates healthcare organizations place an ever higher priority on ensuring their workforce is committed, skilled, and engaged. But also, numerous factors affect a healthcare organization's capability to provide quality patient care. But the most powerful key to better patient outcomes isn't advanced medical technology, an organization's number of specialty providers, or even add-on programs designed to promote preventative care.

Instead, recent research and practice in-the-field experience demonstrates that healthcare organizations can create the most profound improvements in patient care and satisfaction levels simply by improving employee engagement ([www.csod.com/healthcare](http://www.csod.com/healthcare))

The above scenario supports the purpose of this research; that is, to investigate the current level of employee work engagement and its predictors which need enhancement at Saint Paulo's Specialized Hospital (hereafter referred to as "the Hospital". In spite of the growing understanding on the significance of work engagement, at the Hospital such perform is tacit. Considerable discussion has been made with the Hospital's Policy and Plan Directorate in order to get his thoughts and impressions about the current employee engagement practices and its predicators in the Hospital. The discussion clearly indicated that the hospital has been trying to implement and carry out BPR and different strategic practices that are believed to enhance the effectiveness and efficiency of the Hospital. As a result, investigating whether or not these changes are accompanied by and resulted in business setting is important. This presents a vital opportunity for the researcher to develop a research topic in the area of work engagement in the context of the public Hospital considered for this study.

## **1.2. Background of the Organization**

Saint Paul General Specialized Hospital is a referral Hospital in Addis Ababa under the Ethiopia Federal Ministry of Health (FMOH). It is the second largest public hospital in the nation and was built in 1961 E.C by the Emperor Hailesilse with the help of the German Evangelical Church. The hospital was established mainly to serve the economically under privileged population, providing services free of charge to its patients. Such free service continued until 2000E.C. Since then, by opening a medical school with the initiative of the Federal Ministry of Health the hospital changed its name to Saint Paulo's Specialized Hospital Millennium Medical College and its core services are medical care, teaching, training and research.

Currently the Hospital has 1613 academic, clinical and administrative staff. As it is stated, the purpose of the college is to provide community centered and quality medical care, training and producing many health physicians who are committed, compassionate, lifetime learners and researchers and serve their country and equipped with professional ethics. It provides medical specialty services to an estimated of 250,000 people annually who are referred from all over the country. It has 351 beds and an average of 900-1,000 patients and clients visit the Hospital as outpatient and emergency daily.

According to the discussion made with the organization's Policy and Plan Directorate the Hospital has been undertaking many reforms with the implementation of BPR and hospital reform initiative to radically improve the quality and the process of care delivery to patients with which many improvements have been achieved. Some of the progress has included an improved emergency care system with emergency room triaging, decreased surgical waiting list and outpatient waiting time, and opening of pediatric ward, expansion of maternity emergency service.

## **1.3. Statement of the Problem**

The realistic means to whether organizations will be successful and competitive in the future may highly depend on whether managers can learn how to develop and maintain a sustainable work engagement strategy (Leiter and Bakker, 2010).In the global scenario, encouraging a modern style of

management that concerns work engagement will predict productivity both in an individual level and organization as a whole; because research has consistently shown that work engagement is powerfully linked to a range of business success factors such as: performance/efficiency, productivity, safety, customer focus service and satisfaction, loyalty, retention, profitability and involvement (Macey and Schneider, 2008). This implies that, if organizations create meaningful work, positive work environment, employees will become more motivated, more committed, more productive, and more satisfied with their jobs. This gives an insight that organizations are expected to develop or introduce sustainable work engagement strategy which continuously utilize the job resources as an input of employees to increase their engagement to work both to their and the organization's success (Siddhanta and Roy, 2010). However, in preliminary assessment the researcher made in the Hospital, the situation does not seem that the workers are highly engaged. The discussion made with the Director of Policy and Plan of the Hospital also casts doubt to what extent the work engagement of this service center is up to the required level. Nonetheless, some reform activities like business process reengineering (BPR) and balanced score card (BSC) are taking place in the Hospital. Thus the practical problem that the researcher addressed was discovering the current level of workers' engagement and which work related aspects need to be improved for the purpose of deeper engagement. The gap which this research tried to fill was the fact that for healthcare providing institution the most powerful key to better service isn't advanced medical technology, its number of specialty providers, or even add-on programs designed to promote preventative care, but placing an ever higher priority on ensuring its workforce is engaged.

#### **1.4. Basic Research Question**

The aim of this paper is to determine the current engagement level of employees and to find the factors, which need to be improved in order to further increase engagement. To this end, the following research questions were addressed:

1. What is the current level of employee work engagement?
2. Which areas of work resources or drivers need improvement

## **1.5. Objectives of the Study**

### **1.5.1. General Objective**

The general objective of this research is to determine the existing level of engagement of workers at the Hospital and which areas of work-life needs to be improved in order to increase the level of personnel engagement in the Hospital.

### **1.5.2. Specific Objectives**

The research study specifically strives:

1. To examine the current level of work engagement in the organization
2. To detect job resources or drivers of work engagement which call for further improvement among the employees of the Hospital.

## **1.6. Significance of the Study**

Global economy has experienced significant shifts in the recent past which have accelerated the need for organizations to find innovative ways to address new technological, demographic and marketplace realities. High workforce performance and organizational success must be maintained along with changes in strategies. These shifts made the organizations to reevaluate strategies associated with work engagement (Siddhanta and Roy, 2010, Markos and Sridevi, 2010). Thus, study on work engagement is believed to benefit all the stakeholders in process of production, and in this case, service delivery. Accordingly, it was found that the answer to the problem statement will serve to address an important issue for the managers of the hospital, the workers, too, will be able to look at themselves and other work engagement strategies and potentials around their work place through this study. In addition, the public and private hospitals and the health sector at large in the country be aware about work engagement and may use the findings of this research as an input to look in to the areas that need improvement. Besides, apart from its benefit to be an input for further research in the related field the study helped the researcher to increase the experience and knowledge in the field of the research, because while conducting the study there was an opportunity for reading different

books, search various websites and previous scholarly researches on the related topics.

### **1.7. Delimitation/Scope of the Study**

This research study takes saint Paulo's specialized Millennium College as a case study, to investigate the current work engagement level and its job resources which call for enhancement among the employees in the hospital. As such this study was based on quantitative approach, which focuses only investigating and describing the issue under study on the organization's context, on its setting on a given time. It was limited to describing behaviors and perceptions of employees' vis-à-vis the issues under investigation. Finally, work engagement as a concept is vast, so this research limits itself to discuss only the basic concepts on it based on recent literatures.

### **1.8. Limitations of the study**

This research has a number of significant limitations, which should be noted. Firstly, a possible limitation is the representativeness of the sample. The presented analysis and following recommendations are based solely on responses from 280 out of the 1,613 employees.

Furthermore, Johnsrud and Rosser (1999) also suggest that the smaller the institution, the more positive workers moral and consequentially the higher chances for their engagement. Therefore, the level of engagement that the respondents indicate might not correspond to the engagement level of another health care providing organization of a different size. Furthermore, the level of engagement employees have shown in this study might not be true for the health care providing organizations of the similar size in the country and other countries, as the level of engagement varies geographically (Seijts & Crim, 2006).

Thirdly, limitation is related to the list of chosen antecedents of engagement. The list of Q12 factors was made on the basis of the existing engagement literature. The list appears to cover the most important antecedents of engagement. However, as the knowledge regarding the specific drivers of engagement for this group of employees is limited, there is a risk that some important drivers were not included in the list. And the given period also has its own impact on the research process.

## 1.9. Operational Definitions of Terms

For the purpose of this research the following operational definitions are given for the key words as follows:

**Work engagement-** is a positive, fulfilling, affective-motivational state of work-related well-being that is characterized by vigor, dedication, and absorption.

**Vigor-** is described by high levels of energy and mental flexibility while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties.

**Dedication-** refers to being strongly involved in one's work, and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge.

**Absorption-** is characterized by being fully concentrated and happily immersed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work.

**Job Resources-** are defined as those aspects of the job that are functional in achieving work goals, reduce job demands, or stimulate personal growth and development (e.g., performance feedback, job control, and social support from colleagues)

**Job Demand-** refer to those physical, social, or organizational aspects of the job that require sustained physical and/or psychological (i.e., cognitive and emotional) effort on the part of the employee, and are therefore associated with certain physiological and/or psychological costs (Hakanen and Roodt, 2010)

## 1.10. Organization of the Research Report

The structure of this thesis can be divided into five major chapters. Firstly, the introduction, chapter one, consists, study background which presents basic information regarding theoretical foundation of engagement and the importance of the topic of employees' engagement at work in health care providing institutions, background of the organization, the problem

statement. It also presents research questions, objective of the study, significance of the study, which suggests to who the results of the research will be useful to; scope of the study and limitation of the study.

The second chapter is the literature review of the thesis. It is based on the engagement literature presented by academic circles. In this section, analysis of the existing engagement literature and discussion of the area of interest are presented. The theoretical foundation of the thesis is presented in seven parts. The first part presents the concept of employee engagement, definitions of engagement, and its theories and models. The second section presents work engagement and related concepts to show how it is different from the earlier, related managerial concepts for the reader to understand the complexity of the term.

The third section discusses the impact employee work engagement has on both individual and organization as a whole. The fourth section talks about some of the basic reasons why engaged employees do better. The fifth part presents brief summary of factors leading to engagement in a workplace. The sixth section deals with the discussion of the three aspects or components work engagement. The final section is about actions organizations can take in order to build engagement. The third chapter, methodology, presents the chosen methods, ways the information was gathered, how questionnaires were constructed and how the results were collected. Furthermore this section presents the justification of the choice of the employee engagement measuring tool and the choice of factors that predict engagement of employees.

The fourth chapter is all about data analysis, interpretation and presentation.

The last chapter of the paper contains the recommendations, based on the results of the research. The paper ends with a conclusion and summary, which summarizes the work covered during the research and analysis. The literature processed during writing this paper, and the appendix containing the questionnaire, are also included at last.

## CHAPTER TWO

### 2. LITERATURE REVIEW

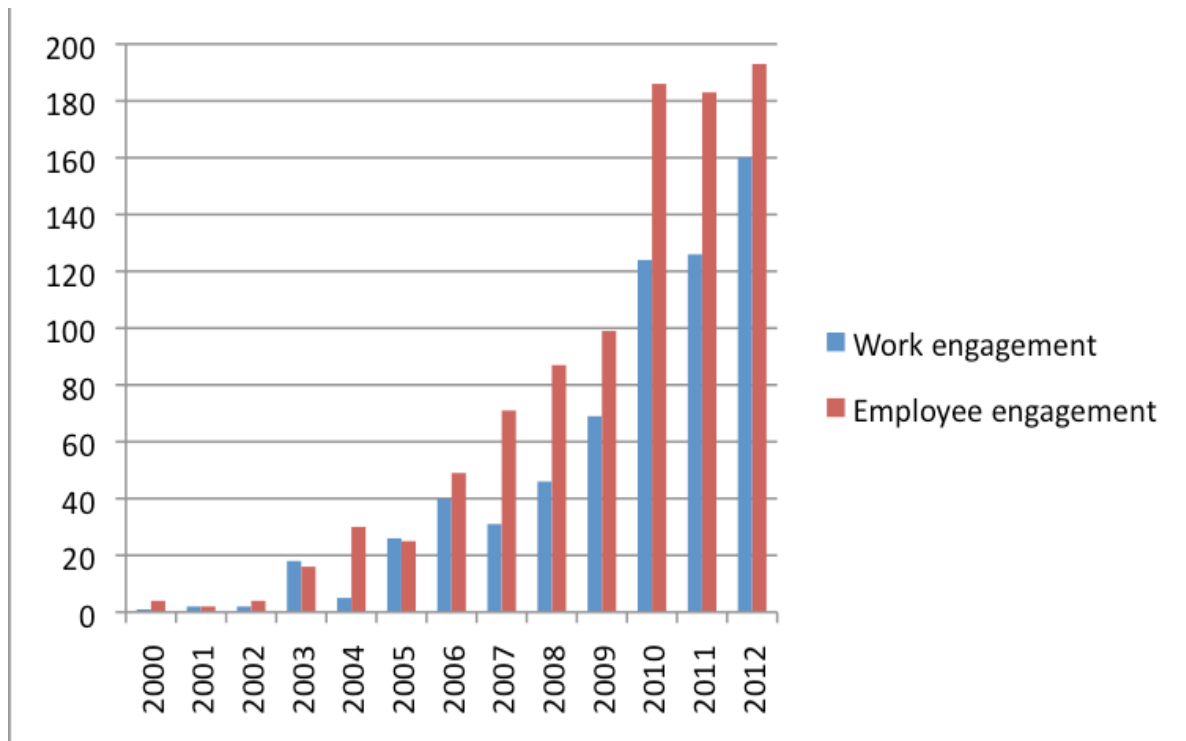
#### 2. 1.Theoretical Background

##### 2.1.1. Concept of Employee Engagement

Although typically “employee engagement” and “work engagement” are used interchangeably in some literatures, the later is more specific; work engagement refers to the relationship of the employee with his or her work, whereas employee engagement may also include the relationship with the organization (Schaufeli and Bakker, 2010, Schaufeli, 2013).

Although it is not entirely clear when the term “engagement “was first used in relation to work, the Gallup Organization and work of William Kahn who was the first scholar in academia by conceptualizing engagement at work, is credited for making up the term somewhere in 1990s (Schaufeli, 2013).But Around the turn of the century companies suddenly become interested in work engagement, as a result many scientific publications have appeared on the subject with either "work engagement" or "employee engagement" in the title (Schaufeli, 2012) as described in the following figure 1.

**Figure 2. 1. Number of publications with "employee engagement" and "work engagement" in the title 2000-2011**



Source: (Schaufeli, 2013).

The emergence of engagement in academia is quite well documented, as is shown in figure 1 that summarizes the number of publications on engagement through the years. As it is seen in the following table which summarizes the major changes that are related to the ongoing transition from traditional to modern organizations ;it can be speculated that a set of changes that were – and still are – taking place in the world of work constitute the background for the emergence of work engagement.

**Table 2.1. Changes in the world of work**

<b>Traditional</b>	<b>Modern</b>
Stable organizational environment	Continuous change
Uniformity	Diversity
Life-time employment	Precarious employment/shaky, insecure
Individual work	Teamwork
Horizontal structure	Vertical structure
External control and supervision	Self-control and self-management
Dependence on the organization	Own responsibility and accountability
Detailed job description	Job crafting
Fixed schedules and patterns	Boundary lessens (time and place)
Physical demands	Mental and emotional demands
Experience	Continuous learning
Working hard	Working smart

*Source:* (Schaufeli, 2013).

According to (Schaufeli and Bakker, 2010, Schaufeli, 2013) taken together, these changes boil down to what can be called a “psychologization” of the workplace. That is, most of the current changes that are listed in the above table require a substantial psychological adaptation and involvement from the part of employees. In other words, more than ever employees need psychological capabilities in order to enhance and to make organizations survive. For instance, organizational change requires adaptation, diversity requires perspective taking, teamwork requires assertiveness, working in vertical networks requires communication skills, job crafting requires personal initiative, and mental and emotional demands require toughness. Instead of merely their bodies, employees in modern organizations bring their entire person to the workplace. Or as (Schaufeli and Bakker, 2010) has put it “employee contribution becomes a critical business issue because in trying to produce more output with less employee input, companies have no choice but to try to engage not only the body, but also the mind and the soul

of every employee”; and this is exactly what work engagement is all about (Schaufeli, 2013)

To sum up the section, the emergence of engagement at the beginning of the 21st century has to do with two converging developments: (1) the growing importance of human capital and psychological involvement of employees in business, and (2) the increased scientific interest in positive psychological states.

### **2.1.2 Definition of Engagement**

One of the challenges of defining engagement is the lack of a universal definition of employee engagement, as a research focus on employees’ work engagement is relatively new.

More often than not, definitions of engagement include cognitive, emotional, and behavioral components. The cognitive aspect of engagement includes employees’ beliefs about the organization, management and working conditions. The emotional components (or beliefs) defines employees positive attitude, how they "feel" about their employer, company’s values, leaders and working conditions (Kahn, 1990; Towers Perrin, 2003). The behavioral components measure the willingness to act in certain ways, skills which employees offer (Towers Perrin, 2003) and willingness to go the "extra mile" some of these components are often used for the employee engagement definition.

Although typically “employee engagement” and “work engagement” are used interchangeably, the term has a complex heritage as a construct, and almost as many definitions of employee engagement exist as there are publications on the subject. Selections of definitions from literature on engagement are given as follows:

- 1.** One of the first and most recognizable definitions of engagement is provided by Kahn (1990) and he suggests that personal engagement is: “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance (p.694)”. His view concentrates on the personal engagement of workers in order to emphasize performance improvement through employing and expressing themselves on physical,

cognitive and emotional levels during their performance. In the case of disengagement employees withdraw from role performance and try to defend themselves physically, cognitively or emotionally (Kahn, 1990).

**2.** (Schaufeli and Bakker, 2010), present work engagement as opposite concept to burnout, they define work engagement “as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (p. 74)”.

**3.** Gallup organization defines employee engagement as the involvement with and enthusiasm for work. Gallup as cited by Dernovsek (2008) likens employee engagement to a positive employees’ emotional attachment and employees’ commitment.

**4.** After the process of synthesizing definitions and conceptual frameworks of employee engagement, Shuck and Wollard suggested an emergent definition of the concept (Shuck and Wollard, 2010). They propose to define employee engagement as “an individual employee’s cognitive, emotional, and behavioral state directed toward desired organizational outcomes”. (Shuck and Wollard, 2010, p.103).

### **2.1.3 Employee Engagement Theories and Models**

According to (Schaufeli, 2013), a unique theoretical framework for work engagement does not exist. Instead, a number of theoretical perspectives have been proposed that each emphasize a different aspect, but that cannot be integrated into one overarching conceptual model. Below, four approaches and two models are discussed.

#### **1. Kahn’s need satisfying approach**

The first time employee engagement was mention in an Academy of Management Journal article called “Psychological Conditions of Personal Engagement and Disengagement at Work” (Kahn, 1990). In his article, Kahn defined personal engagement as “the simultaneous employment and expression of a person’s “preferred self” in a task behaviors that promote connection to work and to others, personal presence, and active full role performance (p.700)”.According to Kahn employees can be engaged on a

physical, emotional and cognitive level: these levels are significantly affected by three psychological domains: meaningfulness, safety and availability (Kahn, 1990). In turn, these domains create influence on how employees perceive and perform their roles at work.

Kahn defines meaningfulness as the positive “sense of return on investment of self in role of performance” (Kahn, 1990, p.705). He describes psychological meaningfulness as a feeling the person experiences in return for the psychological, cognitive and emotional energy invested into task performance. The employees experience meaningfulness when they feel useful, valuable and not taken for granted, and that their work is important, desired and valued too. Work meaningfulness means that employees are more likely to dedicate their efforts to specific tasks, instead of withholding – this indicates the presence of engagement.

Furthermore safety was defined as the ability to show one’s self “without fear or negative consequences to self image, status or career” (Kahn, 1990, p705). The predictable, consistent and clear situations at work make employees feel safer in their actions, which also increases the likelihood of engagement.

Availability, the third domain, Kahn defined as the “sense of possessing the physical, emotional and psychological resources” (Kahn, 1990) necessary to perform task in this very moment. It measures how ready the employee is, taking into consideration the distractions they experience. The only study to date to empirically examine Kahn’s (1990) concept of engagement which was conducted by (May, Gilson, and Harter, 2004) show that all three of Kahn’s (1990) psychological conditions were positively related to the development of engagement at work. They also found that meaningfulness was positively influenced by job enrichment and role fit; rewarding co-worker and supportive supervisor relations enhanced employees’ safety, while adherence to co-worker norms and self-consciousness had negative effect; and resource availability was a positive predictor of psychological availability, while outside life had a negative effect. Their findings also show that the framework developed by Kahn (1990) built a foundation for the future conceptualization of engagement (Shuck and Wollard, 2010).

## **2. The Burnout-Antithesis Approach.**

Rooted in occupational health psychology, this approach views work engagement as the positive contrast of burnout (Maslach, Schaufeli, and Leiter, 2001). More specifically, engagement is characterized by energy, involvement and efficacy, which are considered the direct opposites of the three burnout dimensions exhaustion, cynicism and lack of accomplishment, respectively. By implication that means that persons who are high on engagement are inevitably low on burnout, and vice versa. Accordingly, employee engagement was defined as “a persistent positive affective state of fulfillment in employees, characterized by vigor, dedication and absorption” (Schaufeli, Mart´inez, Marque´s-Pinto, Salanova, and Bakker, 2002, p.74). Vigor refers to the employees’ willingness to invest their efforts into their job, the high levels of energy and their endurance and persistence in the face of difficulties. Dedication refers to the employees’ strong involvement in their work, their feelings of enthusiasm and significance. Absorption happens when the employee is pleasantly occupied with work, this can be seen by the employee not keeping the track of time and their inability to separate themselves from the job at hand (Maslach et al. 2001).

According to Maslach et al. (2001), engagement is associated with the match between an employees’ profile and the job. This match can be characterized by a “sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work” (Maslach et al. 2001, p. 417).

## **3. The Satisfaction-Engagement Approach.**

This approach argues that the term employee engagement refers to an individual’s involvement and satisfaction with as well as enthusiasm for work (Harter, Schmidt and Hayes, 2002). In their meta-analysis, they agreed with Kahn’s concept (1990) and saw engagement occurring when the employees are emotionally and cognitively engaged and when they know what is expected of them. They also agreed that engagement was dependent on the employees having the tools necessary to do their tasks, feelings of fulfillment, perceiving themselves as being significant, working with others whom they trust and having the chance for improvement and development.

#### **4. The Multidimensional Approach.**

This perspective defined employee engagement as a distinct and unique construct consisting of cognitive, emotional, and behavioral components that are associated with individual role performance. The innovative aspect of this view is that it distinguishes between “job engagement” (performing the work role) and “organizational engagement” (performing the role as a member of the organization). Taken together, these four approaches each stress a different aspect of engagement: (1) its relation with role performance; (2) its positive nature in terms of employee wellbeing as opposed to burnout; (3) its relation with resourceful jobs; and (4) its relation with both the job as well as with the organization.

Probably the most important issue in defining engagement is “where to draw the line”. Or put differently, what elements to include and what elements to exclude from the definition of engagement. Hence, unlike the definitions given above which tries to cover the range of concepts which have in one way or another been associated with engagement the researcher agrees with the model proposed by Schaufeli and Bakker (2010) that considers work engagement as an experienced psychological state which mediates the impact of job resources and personal resources on organizational outcomes (see the model under conceptual frame work).

The reason behind such explanation of work engagement is to consider engagement as a psychological state in conjunction with its behavioral expression that may help us not to define work engagement narrowly as an experience (i.e., purely psychological state) in which case its practical relevance is reduced, or not to define it in broader terms including its behavioral expression, in which case the concept gets fuzzy. That way the uniqueness of the concept is preserved and its practicability is guaranteed (Schaufeli, 2013).

#### **5. The job demands-resources model**

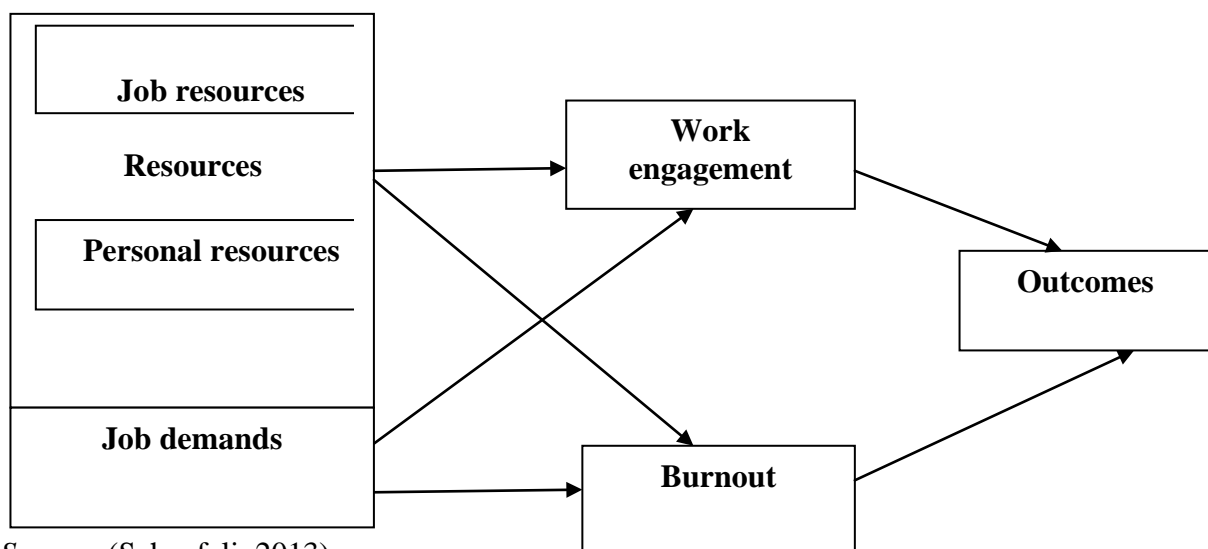
A mass of studies on work engagement have used the Job-Demands Resources (JD-R) model as an explanatory framework. Particularly scholars who believe that engagement is the antithesis of burnout use the JD-R model because it conceptualizes burnout and engagement as two separate

constructs that are integrated in an overarching conceptual model (JD-R) Bakker and Demerouti, 2008, and Schaufeli and Bakker, 2010).

Essentially, the JD-R model assumes that work engagement results from the two fundamental resources; (1) job resources, which are defined as those aspects of the job that are functional in achieving work goals, reduce job demands, or stimulate personal growth and development (e.g., performance feedback, job control, and social support from colleagues); (2) personal resources, which are defined as aspects of the self that are associated with resiliency and that refer to the ability to control and impact one’s environment successfully (e.g., self-efficacy, optimism and emotional stability)( Schaufeli, 2013).

According to the JD-R model, resources energize employees, encourage their persistence, and make them focus on their efforts. Or put differently, resources foster engagement in terms of vigor (energy), dedication (persistence) and absorption (focus). Furthermore, the JD-R model assumes that, in its turn, engagement produces positive outcomes such as job performance. So taken together, the JD-R model hypothesizes that work engagement mediates the relationship between job and personal resources on the one hand and positive outcomes on the other hand. This is called the motivational process, which is represented by the upper part of the following figure.

**Figure 2.2 JD-R model**



Source: (Schaufeli, 2013)

Job resources are assumed to play either an intrinsic motivational role because they foster employees’ growth, learning, and development or an

extrinsic motivational role because they are instrumental in achieving work goals. In the former case, job resources fulfill basic human needs, such as the needs for autonomy, relatedness, and competence. For instance, proper feedback fosters learning, thereby increasing job competence, whereas decision latitude and social support satisfy the need for autonomy and the need to belong, respectively.

Job resources may also play an extrinsic motivational role, because resourceful work environments foster the willingness to dedicate one's efforts to the work task. In such environments, it is likely that the task will be completed successfully and that the goal will be attained. For instance, supportive colleagues and performance feedback increase the likelihood of being successful in achieving one's work goals. In either case, be it through the satisfaction of basic needs or through the achievement of work goals, the outcome is positive, and engagement is likely to occur (Schaufeli, 2012).

But also another – negative – process operates; the so-called health hurt process, which is represented in the lower part of the above figure 2. This process is exploded by job demands, which are defined as those aspects of the job that require sustained physical or mental effort (e.g., work overload, time pressure, role conflict, and red tape). When job demands are high, additional effort must be exerted to achieve the work goals and to prevent decreasing performance. This compensatory effort may lead to burnout state which in its turn may lead to negative outcomes of physical and psychological costs, such as fatigue and irritability, depression, cardiovascular disease, or psychosomatic complaints (Schaufeli, 2013).

As can be seen from Figure 2 cross-links also exist between the motivational and the health-impairment processes. More specifically, poor resources may foster burnout, whereas job demands might increase work engagement. However, the latter is only true for the so-called challenge demands that have the potential to promote mastery, personal growth, and future gains (e.g. time pressure, high workload and high job responsibility). In contrast, hindrances that have the potential to prevent personal growth, learning and goal attainment (e.g. role conflict, red tape, and hassles) do not have a positive impact on work engagement (Crawford, LePine and Rich (2010).

In a similar study by (Schaufeli, Bakker and Van Rhenen, 2009) increases in job demands and decreases in job resources predicted burnout whereas increases in job resources predicted work engagement. In conclusion, job demands and resources have an impact over time on burnout and work engagement in ways as predicted by the JD-R model. That means indications were found for the mediating role of work engagement and burnout in the motivational and health impairment processes, respectively.

## **6. Social exchange theory**

Social exchange theory argues that relationships at work evolve over time into trusting, loyal, and mutual commitments as long as all parties involved abide by reciprocity or repayment rules. For example, when employees receive particular resources from their organization (e.g., a decent salary, recognition, and opportunities of development) they feel obliged to respond in kind and “repay” the organization. (Schaufeli, 2013) In other words, employees will engage themselves to varying degrees and in response to the resources they receive from their organization.

In conclusion, although various theoretical approaches have been proposed to explain the underlying psychological mechanisms that are involved in work engagement, so far the Job- Demands Resources model has received most empirical support. Therefore the present study uses an overall theoretical framework of the Job Demands-Resources (JD-R) model, reformulated by (Schaufeli, 2013) related to work engagement and performance to support the study; because of the following reasons. The JD-R model has been applied to various occupational settings, irrespective of the particular demands and resources involved; and internationally for various occupational groups including teachers, hospital nurses, dentists, blue-collar and white-collar workers, and private home-care professionals. The basic structure of the JD-R model is maintained even when it is applied in different national and international contexts.

## **2.2. Work Engagement and Related Concepts**

The emergence of engagement has been overwhelmed by disagreements about its nature. It is crucially important to show its conceptual distinctiveness vis-à-vis particular job related attitudes, job behaviors and behavioral intentions, as well as certain aspects of employee health and well-being, and personality (Schaufeli, 2013). From the beginning, the concept of engagement has been criticized for its overlap with other, pre-existing notions, such as job satisfaction or job involvement, organizational commitment, extra-role behavior and workaholism. This is not very surprising because, particularly in business contexts the distinction between engagement and the above existing concepts is blurred. For example based on a meta-analysis (Newman, Joseph and Hulin, 2010) showed that engagement is closely related or a combination of job satisfaction, job involvement, and affective organizational commitment. Even though engagement includes many elements of commitment and organizational citizenship behavior (OCB), but none of them reflect the two way nature of engagement – the organization works on engaging the employee, who in response chooses the level of engagement to offer back. Work engagement shows different patterns of correlations with other variables as compared with satisfaction, involvement, commitment and workaholism (Schaufeli, 2013). This is reflected in a series of studies as presented below:

**Job satisfaction-** defined as “the primary affective reactions of an individual to various aspects of the job and to job experiences” (Sonntag et al., 2010). In contrast to job satisfaction, engagement is considered a voluntary emotional commitment that can be influenced by peer/supervisor/organizational support, mutual trust and personal enthusiasm. Job satisfaction is the extent to which employees use work as a source of fulfillment of their needs, by which they feel comfortable or avoid feelings of dissatisfaction. It does not encompass employees’ relationship with the work itself (Ologbo and Saudah, 2011).

**Job involvement**-similarities between job involvement and the involvement aspect of engagement at work can also be found. (Schaufeli, 2012) defined job involvement as the degree to which the employee perceives the job situation as important part of their life, because of the opportunity it gives to satisfy a persons' needs. From this, one can understand that job involvement tends to depend on the importance of needs and the potential of the job to satisfy the individual needs of the employee. Therefore, involvement is the result of the employees' perception of the need satisfying abilities of the job. Engagement differs from involvement, as it is concerned more with how the workers employ themselves during job performance. Furthermore, engagement includes the employee's energy and emotions.

**Organizational commitment**-many researchers suggested that engagement is related to employees' voluntary behavioral aspects (Bakker and Schaufeli, 2008), while organizational commitment is more attitudinal in nature including affective, continuance, and normative domains (Song and Kim, 2009). They also states that organizational commitment refers only to the employees' loyalty, attitudes and attachment to the organization and this in turn brings the benefit of employment. But engagement is not an attitude; it is a degree of how attentive and absorbed employees are in their roles. In addition, commitment focuses on the organization, while the engagement focuses on the tasks.

Christian, Garza and Slaughter (2011), also using a meta-analysis, showed that engagement predicted in-role as well as extra-role performance, after controlling for job satisfaction, job involvement, and organizational commitment. This means that the explanatory power of engagement goes beyond that of the three attitudes.

**Workaholism**-Work engagement as assessed by the UWES and workaholism – as assessed by the Dutch Workaholism Scale (DUWAS) – can be measured independently from each other (Taris, Schaufeli and Shimazu, 2010; Schaufeli, Taris and Van Rhenen, 2008), although some overlap exists as far as absorption is concerned, meaning that both engaged, as well as work addicted employees, have difficulties in detaching from work.

Work engagement is “good” and workaholism is “bad”. That is, engagement and workaholism are inversely related with engaged workers scoring favorably and workaholics scoring unfavorably on performance (Taris et al.,

2010), distress, psychosomatic complaints and self-rated health (Schaufeli, Taris and Van Rhenen, 2008), quality of sleep (Kubota, Shimazu, Kawakami, Takahashi, Nakata and Schaufeli, 2011), and life satisfaction (Shimazu, Schaufeli, Kubota and Kawakami, 2012). More specifically, it seems that the obsessive aspect of workaholism is its most toxic component.

The underlying work motivation of engaged and addicted employees differs fundamentally. Engaged workers are primarily intrinsically motivated, they work for the fun of it, whereas workaholics are primarily driven by external standards of self-worth and social approval that they have internalized. They work because their self-esteem depends on it and because they do not want to fail in the eyes of others. To explain more, it has been argued that engaged employees lack the compulsive drive that is typical for work addicts. Engaged employees work hard because work is challenging and fun, and not because they are driven by a strong inner urge they cannot resist. However, the reverse is not true; not all employees who work hard are engaged. Although there are various reasons to work hard, such as financial needs, promotion prospects, or perhaps a poor marriage, some do so because they are driven by an obsession to work. These so-called workaholics are not pulled towards their work because they like it, but they are pushed by a strong inner drive they cannot resist (Schaufeli and Bakker, 2010).

In conclusion, though it is related to and encompasses these concepts, work engagement is broader in scope. Work engagement is stronger predictor of positive organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behavior (Markos and Sridevi, 2010). Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement. In addition the evidence that “good” (engagement) and “bad” (workaholism) forms of working hard can be distinguished seems rather convincing. And the concept of work engagement cannot be reduced to any of these (Schaufeli, 2012). Hence, it is concluded that work engagement has added value over and above these related concepts (Schaufeli and Bakker, 2010)

## 2.3. Effects of Work Engagement for Both the Individual Employee and the Organization as a whole

### 2.3.1. Effects of Work Engagement for the Individual Employee

The Institute for Employment Studies summarized the ways in which engaged employees behave.

**Figure 2.3** *Characteristics of engaged employees*



Source: Robinson et al. 2004, p.6).

Employees who are engaged and perform well are able to create their own resources that foster further engagement and better performance. This process of employees actively changing or influencing their work environments and job characteristics is referred to as job crafting. 'Job crafting is defined as the self-initiated changes that employees make in their own job demands and job resources to attain and/ or optimize their personal (work) goals' (Tims, Bakker & Derks, 2012). Work engagement helps individuals to derive benefits from stressful work. Engaged workers tend to work harder and are more likely to produce the results their customers and organizations want. Engaged workers have high energy and self-efficacy and report that their jobs make good use of their skills, that their work is challenging and stimulating, and that their work provides them

with a sense of personal accomplishment (Schaufeli, in Bakker & Demerouti, 2008).

Engaged workers are more productive than non-engaged workers; they experience positive emotions and better health, create their own job and personal resources, and transfer their engagement to others (Bakker & Xanthopoulou, 2013). It is conceivable that the transfer of engagement amongst members of the same work team increases performance. 'If colleagues influence each other with their work engagement, they may perform better as a team'. Engaged employees are successful in mobilizing their job resources, hence a team of engaged workers is more likely to have the resources they need for effective performance (Bakker & Demerouti, 2008, p. 217).

Engaged employees develop new knowledge, respond to opportunities, go the extra mile, support the company, and engage themselves in mentoring and volunteering. In addition, engaged employees are more satisfied with their job and are more committed to the organization, they have the urge to meet challenging goals, and they have the urge to succeed. Engaged employees do not hold back, they not only have more energy, but they also enthusiastically apply their energy at work. In addition, engaged employees are intensively involved in their work and pay attention to the details. Engaged employees go beyond the job description, they dynamically change and arrange their job in a way in which it fits the changing work environment. Furthermore, the positive attitude of engaged employees stimulates the integrative and creative perspective that adds value to service enterprise (Leiter and Bakker, 2010).

In their longitudinal survey and diary studies, the authors examined the role of three personal resources (self-efficacy, organizational-based self-esteem, and optimism) in predicting work engagement. Results showed that engaged employees are highly self-efficacious; they believe they are able to meet the demands they face in a broad array of contexts. In addition, engaged workers have the tendency to believe that they will generally experience good outcomes in life (optimistic) and believe they can satisfy their needs by participating in roles within the organization (self-esteem).

### **2.3.2. Effects of Work Engagement for the Organization as a whole**

Evidence from a number of studies supports the relation between employee engagement and organizational outcomes. Studies have shown that employee engagement have a positive influence on the following organizational performance indicators: customer satisfaction, productivity, profit, employee turnover and safety (Markos and Sridevi, 2010). Perhaps the most convincing evidence for the link between engagement and business success comes from a series of studies that have been conducted by the Gallup Organization.

A summarizing meta-analysis that included almost 8,000 business-units of 36 companies (Schaufali, 2013) revealed that levels of engagement are positively related to indicators of business-unit performance, such as customer satisfaction and loyalty, profitability, productivity, turnover, and safety. Through their study, the researchers concluded that increasing employee engagement and building an environment that helps to foster employee engagement, can significantly increase the companies' chances of success in their business(Bakker and Demerouti 2007).

Their findings agree that employee engagement could be a predictor of organizational success, as it seems to have the potential to affect employee retention, employee loyalty and productivity, with some link to customer satisfaction, which results a company's business outcomes. The study by different scholars showed that organizational resources and the level of engagement influences the service climate, which effects employee performance (appraised by the customer) and employee performance makes customers more satisfied and loyal. Therefore, engagement is the predictor of the service quality, and respectively the customer loyalty, in the organization. Some authors suggest that employee engagement might play important role in the implementation of organizational change, because though doing nothing, actions taken by top management teams or external consultants brought mixed success. Engaged participants of organizational change may be important in making organization able to change and adapt to changing environment. (Graen, 2008)

The possible consequences of engagement relate to positive job-related attitudes, health and well-being, extra-role behavior, and job performance (Schaufeli & Salanova, 2008; Christian, Garza, Slaughter, 2011; Halbesleben, 2010). Compared to those we do not feel engaged, those who are engaged feel more committed to the organization, are less often absent, and they do not intend to leave the organization. Also, engaged employees experience positive emotions, and enjoy very good mental and psychosomatic health, particularly when compared with workaholics. Furthermore, they exhibit personal initiative and have a strong motivation to learn.

Taken together, this suggests that engaged workers seem to be able and willing "to go the extra mile". Those who are engaged perform better (Rich, Lepine, & Crawford, 2010; Halbesleben, 2010). For instance, engaged employees deliver superior service quality, as perceived by their customers. They also report less errors, are less often involved in occupational injuries and accidents, show more innovative work behaviors, and are better rated by their supervisors in terms of effectiveness and job performance than their less engaged colleagues. A meta-analysis that included almost 8,000 business-units of 36 companies (Schaufeli, 2012) revealed that levels of engagement are positively related to business-unit performance (i.e., customer satisfaction and loyalty, profitability, productivity, turnover, and safety). This suggests that engaged workers can indeed offer a competitive advantage to organizations.

## **2.4 Why Do Engaged Employees Perform Better**

Bakker and Demerouti (2008) present four reasons why engaged employees perform better than their non-engaged counterparts.

### **1. Positive emotions**

Some researchers describe engagement as "a positive, fulfilling, work-related state of mind" (Schaufeli, 2012, Schaufeli and Bakker, 2010). With this state of mind, employees more often experience positive emotions, such as happiness, joy and enthusiasm. Happy people may be more open to opportunities at work, more helpful to others, exert more confidence and be

generally more optimistic (Bakker and Demerouti, 2008). According to the broaden-and-build theory, positive emotions, such as joy, interest and contentment, can help people “build their personal resources (ranging from physical and intellectual resources to social and psychological resources)” (Bakker and Demerouti, 2008, p.216).

For example, joy broadens resources “by creating the urge to play ... and be creative” (p. 220) and interest, broadens resources by creating the desire to explore, to learn new information and experiences.

## **2. Good health**

Some researchers present an idea that engagement positively influences an employees' health, which means that the health condition of engaged employees allows them to perform better than non-engaged employees. Evidence shows that work engagement is positively related to self-rated health and work ability. (Schaufeli and Bakker, 2010) also found a positive connection between engagement and health. In their study among four different service organizations, they found that engaged workers suffer less from self-reported headaches, cardiovascular problems, and stomach aches.

## **3. Ability to mobilize resources**

Another reason why engaged employees are more productive, could be that engaged employees are also more successful in mobilizing their job resources, as they have a better working environment, and more pleasant colleagues to work with (Bakker and Demerouti, 2007), and they are better at creating their own resources (Bakker and Demerouti, 2008). The Broaden-and-build theory presented by Fredrickson (2001) claims that the momentary experience of positive emotions can build enduring psychological resources and, in addition, it can “trigger upward spirals toward enhanced emotional well-being” (Fredrickson, 2001, p. 22). This means that positive emotions make people feel good in the present, but also through their influence on broadened thinking, positive emotions increase the possibility that people will feel good in the future.

There is also evidence for an upward spiral of work engagement and resources presented by Xanthopoulou et al. (2007, as referenced in Bakker

and Demerouti, 2008,). Researchers showed that job and personal resources resulted in a higher level of engagement one year later. At the same time, engagement results in an increase of personal resources (optimism, self-efficacy and organization-based self-esteem) and job resources (social support from colleagues, autonomy, coaching, and feedback) over time. The study by Schaufeli et al.'s (2009) also supports this idea. The results of this study showed that an initial high level of engagement predicted the increase of job resources the next year, this included: social support, autonomy, learning opportunities, and performance feedback.

So all these findings show that, compared with non-engaged employees, engaged employees are better able to mobilize both job and personal resources, which supports their future engagement.

#### **4. Transfer of engagement**

Organizational performance is the result of the combined efforts of the individual employees. Therefore, it is possible to assume that the transfer of engagement from one employee to another will increase company performance. Crossover can be defined as the transfer of positive or negative emotions and experiences from one person to another (Bakker and Demerouti, 2008). Researchers found evidence of emotional transferability; the results of this research show that:

- A positive mood of the leader is transferred to the employees, resulting in less effort needed to complete the task and more coordination
- A team members' positive mood spreads among other team members and results in more cooperation and better task performance

A similar theory was put forward by Bakker et al. (2006, as referenced in Bakker and Demerouti, 2008), who found that team work engagement was related to individual team members' engagement. Individual engaged workers spread their optimism, positive attitudes and pro-active behaviors between their co-workers, creating a positive team climate.

All these findings suggest that engaged employees have a positive influence on their colleagues and, as a consequence, their team performs better.

## **2.5. Brief Review of Job Resources (Predictors of Work Engagement)**

Studies consistently, shown that job resources and personal resources are positively associated with work engagement (Christian, Garza & Slaughter, 2011; Halbesleben, 2010; Mauno, Kinnunen, Mäkikangas, & Feldt, 2010). Job resources refer to those physical, social, or organizational aspects of the job that may: (a) reduce job demands and the associated physiological and psychological costs; (b) be functional in achieving work goals; or (c) stimulate personal growth, learning, and development. Personal resources are positive self-evaluations that are linked to resiliency and refer to individuals' sense of their ability to successfully control and have an impact on their environment (Schaufeli, 2013).

Job resources are assumed to play either an intrinsic motivational role because they foster employees' growth, learning, and development or an extrinsic motivational role because they are instrumental in achieving work goals. In the former case, job resources fulfill basic human needs, such as the needs for autonomy, relatedness, and competence. For instance, proper feedback fosters learning, thereby increasing job competence, whereas decision latitude and social support satisfy the need for autonomy and the need to belong, respectively.

Job resources may also play an extrinsic motivational role, because resourceful work environments foster the willingness to dedicate one's efforts to the work task. In such environments, it is likely that the task will be completed successfully and that the goal will be attained. For instance, supportive colleagues and performance feedback increase the likelihood of being successful in achieving one's work goals. In either case, be it through the satisfaction of basic needs or through the achievement of work goals, the outcome is positive, and engagement is likely to occur (Schaufeli, 2012).

According to the JD-R Model, job resources become more significant and increase employee's motivational potential when they are confronted with conditions that represent so-called "active jobs", in which employees become motivated to learn and develop their skills (Bakker & Demerouti, 2008).

In any case, either through the satisfaction of employees' basic needs or through the achievement of work-related goals, job resources seem to have positive consequences and are likely to result in work engagement (Schaufeli et al., 2009).

Before closing this section it is very significant to discuss how Kahn summarized the job resources which are bases for this research. Kahn (1990) suggested that three psychological conditions serve as antecedents of personal engagement: psychological meaningfulness, psychological safety, and psychological availability. Taking this into consideration factors, which were included in the list “the Gallup Q12”, were grouped into three corresponding categories as follows:

**1. Meaningfulness:** “performance feedback”, “role clarity”, “coaching”, “learning opportunity”, “skill development”, “stated purpose and mission of the organization” as they increase the job meaningfulness for the employee;

**2. Safety:** “culture of recognition”, “quality culture”, “social support from colleagues”, “supervisory support”, “voice count”, as they make employees feel safer at work during their job performance;

**3. Availability:** sufficient “material resources” as it makes employee more physically, emotionally and psychologically available to work.

## **2.6. Brief Summary of the Three-Dimensions of Work Engagement: Vigor, Dedication and Absorption**

Many recent academic studies acknowledge a lack of definitive consensus on the conceptualization of the work engagement construct, no consistent agreement in practitioner or academic literature exists regarding how to define employee engagement or which sub-dimensions to include or exclude (Marcos and Sridevi, 2010, Macey and Schneider, 2008; Attridge, 2009; Cowardin-Lee and Soyalp, 2011; Standar and Rothmann, 2010). Despite of the fact explained above recent scholars agree that work engagement is the conceptualization of employee engagement developed by the burn out family, defined as vigor, dedication and absorption, and described above. In other words, most recent literature positions work engagement or its component sub-dimensions as a core component of employee engagement (Macey and Schneider, 2008; Saks, 2008). Further, Macey and Schneider (2008) position vigor as a key differentiator of employee engagement relative to alternative literature streams such as job satisfaction and organizational commitment.

Components of work engagement are conceptually equated to other constructs in some employee engagement literature. For example, job involvement, defined as the degree to which an employee psychologically relates to their work is similar to dedication. Macey and Schneider (2008) include job involvement in state engagement. Absorption is similar to flow. Finally, organizational commitment has been equated to dedication. According to Ulrich (1997, p. 125, cited in Ouweneel, Le Blanc, Schaufeli, 2012 ), “employee contribution becomes a critical business issue because in trying to produce more output with less employee input, companies have no choice but to try to engage not only the body, but also the mind and the soul of every employee”. So, organizations are in need of employees who are willing to psychologically invest in their work, who are engaged. Work engagement is an active type of wellbeing which is defined as “a positive, fulfilling, and work-related state of mind that is characterized by vigor, dedication and absorption”. To be brief, vigorous employees experience high levels of energy at work and motivation to invest effort into work. They are dedicated by being strongly involved into work and experiencing feelings of pride and enthusiasm about their work. Finally, absorption entails immersion in and concentration on work, as well as the feeling that time is flying at work. Although, it is beyond the scope of this paper to discuss these concepts in detail, it is clear that conceptual and practical overlap with work engagement is likely to exist.

## **2.7 Organizational and HR Support of Employee Work Engagement**

### **2.7.1 Building Work Engagement Strategies**

This section deals with the discussion of actions organizations can take in order to build engagement, and the supportive role of HR in engagement building process. Most researches on the area focus on identifying the drivers or factors leading to engagement; however, failing to indicate clearly articulated strategies to get employees engaged in their work. So far the evolution and definition of employee engagement, the factors that affect it and importance of employee engagement explaining how it is linked to business performance. In order to have engaged employees in any organization, managers need to look at the following strategies. Some scholars call these points “tablets” because it is believed that they will cure

employee disengagement diseases. The next suggested work engagement strategies which are listed below are taken and summarized from the following sources (Bakker, Van Emmerik & Euwema, 2006, Oerlemans, & Ten Brummelhuis, 2010; Schaufeli & Salanova, 2010, Salanova, Schaufeli, Xanthopoulou, & Bakker, 2010, Markos and Sridevi, 2010, Bakker, 2011, Schaufeli, 2012)

**1. Start it on day one:** Most organizations do have clear new talent acquisition strategies. However, they lack employee retention strategies. Effective recruitment and orientation programs are the first building blocks to be laid on the first day of the new employee. Managers should be careful in pooling out the potential talent of the new employee through effective recruitment. The newly hired employee should be given both general orientation which is related to the company mission, vision, values, policies and procedures and job-specific orientation such as his/her job duties, and responsibilities, goals and current\ priorities of the department to which the employee belongs in order to enable him/her to develop realistic job expectations and reduce role conflict that might arise in the future. After the hiring decision is made, the manager has to ensure role-talent fit when placing an employee in a certain position and exert all managerial efforts needed to retain that talent in the organization.

**2. Start it from the top:** Employee engagement requires leadership commitment through establishing clear mission, vision and values. Unless the people at the top believe in it, own it, pass it down to managers and employees, and enhance their leadership, employee engagement will never be more than just a “corporate fad” or “another HR thing”. Employee engagement does not need lip-service rather dedicated heart and action-oriented service from top management. It requires “Leading by Being example”

**3. Enhance employee engagement through two-way communication:** Managers should promote two-way communication. Employees are not sets of pots to which you pour out your ideas without giving them a chance to have a say on issues that matter to their job and life. Clear and consistent

communication of what is expected of them paves the way for engaged workforce. Involve your people and always show respect to their input. Share power with your employees through participative decision making so that they would feel sense of belongingness thereby increasing their engagement in realizing it.

**4. Give satisfactory opportunities for development and advancement:**

Encourage independent thinking through giving them more job autonomy so that employees will have a chance to make their own freedom of choosing their own best way of doing their job so long as they are producing the expected result. Manage through results rather than trying to manage all the processes by which that result is achieved.

**5. Ensure that employees have everything they need to do their jobs:**

Managers are expected to make sure that employees have all the resources such as physical or material, financial and information resources in order to effectively do their job.

**6. Give employee appropriate training:** Help employees update themselves increasing their knowledge and skills through giving appropriate trainings. Generally it is understood that when employees get to know more about their job, their confidence increases there by being able to work without much supervision from their immediate managers which in turn builds their self-efficacy and commitment.

**7. Have strong feedback system:** Companies should develop a performance management system which holds managers and employees accountable for the level of engagement they have shown. Conducting regular survey of employee engagement level helps make out factors that make employees engaged. After finalizing the survey, it is advisable to determine all the factors that driving engagement in the organization, then narrow down the list of factors to focus on two or three areas. It is important that organizations begin with a concentration on the factors that will make the most difference to the employees and put energy around improving these areas as it may be difficult to address all factors at once. Managers should

be behind such survey results and develop action-oriented plans that are specific, measurable, and accountable and time-bound.

**8. Incentives have a part to play:** Managers should work out both financial and non-financial benefits for employees who show more engagement in their jobs. Several management theories have indicated that when employees get more pay, recognition and praise, they tend to exert more effort into their job. There should be a clear link between performance and incentives given to the employees.

**9. Build a distinctive corporate culture:** Companies should promote a strong work culture in which the goals and values of managers are aligned across all work sections. Companies that build a culture of mutual respect by keeping success stories alive will not only keep their existing employees engaged but also they baptize the new incoming employees with this contagious spirit of work culture.

**10. Focus on top-performing employees:** studies show that high-performing organizations are focusing on engaging their top-performing employees. Accordingly, what high-performing firms are doing is what top-performing employees are asking for and this reduces the turnover of high-performing employees and as a result leads to top business performance.

To conclude this chapter, Work engagement is a popular concept, both in business contexts as well as in academia. The term first appeared in the 1990s and meanwhile many publications have appeared on the subject. Although much is written on the subject, little is known about the engagement of workers at the public health care providing organizations. One can argue that general tools for employee work engagement can be used for all types of employees as mentioned under engagement building strategies. However, in order to engage health personnel at the health institutions it is important to know the specifics of their work prior to developing tools for their engagement. As the best resources to any organizations are always their human resources. The capacity of an organization to pool and retain human capital may highly depend on its attainment of work place with high quality job resources and accompanied by work engagement which is the leading indicator of its growth and sustainability.

## **CHAPTER THREE**

### **3. RESEARCH METHODOLOGY**

#### **3.1 Research Design and Methods**

The study aims to determine the level of employee work engagement and to identify the job resources that need to be improved among the employees of the Saint Paulo's Specialized Hospital Millennium Medical College. In order to measure the engagement level of employees and to find out the specific antecedents of engagement that need to be improved, the quantitative research, with questionnaires as the main source collecting data, was chosen. The choice has fallen on a quantitative research for several reasons. Tools for measuring employee engagement have already been developed, which gives the opportunity to measure engagement with a help of the questionnaire. This questionnaire produces numerical data, which is a quantitative approach. The numbers, which possess specific characteristics, basis for further analysis and recommendations are useful for analytical purposes. They also give the possibility to present findings in the form of graphs and tables. Such approach "conveys a sense of solid, objective research" (Denscombe, 2001, p.177). Within the quantitative research approach a questionnaire method was found to be the most appropriate. The reason for this is that brief, straightforward, standardized information was needed and the social climate was found to be open enough to allow full and honest answers. According to Denscombe (2001), in this kind of situation it is appropriate to use questionnaires, as a method for research. Besides, when the preliminary knowledge regarding the topic has already been developed, quantitative research is more appropriate (Creswell, 2009).

#### **3.2 Sample and Sampling Techniques**

The population of the study was workers in the public hospital selected for the case. The research applied a non-probability sampling which is a specifically convenience and purposive sampling techniques. The rationale behind using this method is simply, the Hospital is convenient for the researcher's residence and work place. And the Policy and Plan Directorate of the Hospital was also selected purposely for his position and information in HRM and interviewed with self structured questions. In other words, a

sample of 310 employees selected through a non probability random sampling technique, in which respondents are chosen based on their convenience and availability (Babbie, 1990). From a total of 1,613 population, sample of 310 respondents are selected by using the following sample size determination formula adopted from Kothari (2004, p.179).

$$n = \frac{z^2 \cdot Pq \cdot N}{e^2 (N-1) + z^2 \cdot p \cdot q} = \frac{(1.96)^2 \times 0.5 \times 0.5 \times 1613}{(0.05)^2 (1613-1) + (1.96)^2 (0.5) \times (0.5)}$$

n=310

Where N=size of population

n= required sample size

z= confidence level at 95 %( standard value of 0.05)

p= standard deviation of population (0.5)

q= 1-p (1-0.5=0.5)

e= margin of error at 5% (standard value of 0.05)

The population considered for this research consisted of 1,613 employees. The present study is confined to 310 sample population based on the sample determination formula.

### **3.3. Source of Data**

The researcher used both primary and secondary sources. Primary data are collected by using adopted standard closed ended questionnaires from existing literature and interview with the high official of the hospital. The interview questions were focused on the engagement strategy, policy and procedures. The secondary data sources include related scholarly literatures, articles, journals, books, and websites.

### **3.4. Variables in the Study**

1. Work engagement (main variable of the study)
2. The job resources (that predict work engagement)
3. The current level of wok engagement

### **3.5. Data Gathering Techniques**

As stated earlier, this study aims to assess the work engagement in terms of perceived job resources and to determine the current level of work engagement in the hospital. A three section questionnaire was used. The first section of the questionnaire consisted of items inquiring about demographic characteristics of respondents such as employees' gender, age, level of education, tenure of office. Employee engagement was assessed with an adapted version of Utrecht Work Engagement Scale (UWES, The 9-item UWES). The scale included statements such as "my job inspires me" and "I feel happy when I am working intensely".

The third section was an adapted version of the "The Gallup Q12". In this instrument antecedents of engagement in terms of perceived job resources are measured to identify specific job resources which need improvement. The scale included statements such as "I know what is expected of me at work? (Role clarity)" and "At work, my opinions seem to count? (Voice)". The literature based reliability and validity of those two standardized instruments; "The Gallup Q12" and "The Utrecht Work Engagement Scale (UWES)" are discussed as follows.

#### **"The Gallup Q12"**

Gallup's Q12 had begun to develop in the 1930s by George Gallup. In the 1990s, the Gallup researchers developed the first version of the Q12 ("The Gallup Workplace Audit" or GWA) in an effort to efficiently capture the most important workplace information. After repeated process of item formulation and testing that took several decades, the final wording of the Gallup questionnaire was established in 1998. It was called Q12 since it includes 12 items. The Q12 assess the perceived level of resources in the employee's job, in other words, by Q12 the antecedents of engagement in terms of perceived job resources are measured. Studies of Q12 were conducted in various countries throughout the world, including the United States, Canada, Mexico, Great Britain, Japan, and Germany. Meanwhile, the Q12 has been administered to more than 7 million employees in 112 countries. More particularly, analyses across the samples from different countries revealed that sample weighted values for Cronbach's alpha of Q12 items exceeds .80 (Schaufeli and Bakker, 2010, Schaufeli, 2012, Schaufeli,

2013). Gallup researchers obtained international cross-cultural feedback on Gallup's core items, which provided context on the applicability of the items across different cultures (Schaufeli and Bakker, 2010). In short, the development of the GWA (Q12) was based on more than 30 years of accumulated quantitative and qualitative research. Its reliability, convergent validity, and criterion-related validity have been extensively studied (Schaufeli, 2012, Schaufeli, 2013).

### **The Utrecht Work Engagement Scale (UWES)**

The Utrecht Work Engagement Scale (UWES) is available in 21 languages and an international database exists that currently includes engagement records of over 60,000 employees (Schaufeli & Bakker, 2010). At first the "UWES" consisted of 24 items, but after psychometric testing seven unsound items were omitted and 17 items were retained. Subsequent psychometric analyses revealed another two weak items and hence a 15-item version of the UWES has been used in some studies. Recently, a shorter 9-item version of the UWES (UWES-9) has also been developed (Schaufeli, 2013).

The UWES has been validated in Europe, North America, Africa, Asia, and Australia (Schaufeli & Bakker, 2010). Meta-analyses of the original and the short versions of the UWES indicate very good internal consistencies. More particularly, analyses across thirty three samples (total  $N = 19,940$ ) from eight different countries (i.e., Australia, Belgium, Finland, Greece, the Netherlands, Norway, Spain, South Africa, and Sweden) revealed that sample weighted values for Cronbach's alpha of the original and short versions of the UWES exceeds .80. Moreover, Cronbach's alpha for the composite score exceeds .90 (Schaufeli, 2010, 2012). Hence, it can be concluded that (UWES) scale as well as the composite questionnaire are sufficiently internally consistent (Schaufeli and Bakker, 2010, Schaufeli, 2013).

In designing the questionnaires, a 5- point Likert scale (strongly disagree to strongly agree) was used to reduce the statistical problems of extreme skewness (Fornell, 1992).

### **3.6 Procedures of Data Collection**

Introductory letter from the university to the public hospital under study and a considerable discussion with the Policy and Plan Directorate of the hospital served as a means of acquiring permission to undertake the research in the selected organization.

### **3.7. Pilot Study**

Although the instruments are internationally tested and repeatedly researched tools for which validity and reliability tests were conducted, this researcher wanted to have an experience of conducting a pilot study and also develop the confidence on the appropriateness and clarity of the instruments used, the preliminary study was carried out. The tools were pre-tested using a pre-determined sample of 16 respondents out of 20 samples drawn from the Hospital other than those used for the actual study. All the reliability values of the instruments met the required alpha value. The reliability values and category of scale used is shown in the table below.

<b>Instrument</b>	<b>Number of Items</b>	<b>Number of Sample</b>	<b>Alpha</b>
Work Engagement(UWES)	9	16	.912
“The Gallup Q12”	12	16	.852

Hence, the instruments are proved to be valid and reliable in our context, too.

### **3.8. Data Processing Method**

As stated under the methodology part the study aims to determine the level of employee work engagement and to identify the predictors of employee engagement which call for improvement among the employees of the Saint Paulo’s Specialized Hospital Millennium Medical College.

The instruments used to assess the work engagement were adopted from existing literature. The population considered for this research consisted of 1,613 employees. The present study is confined to 310 samples based on the sample determination formula mentioned under sampling. Standardized instruments (questionnaires)-“The Gallup Q12, and (UWES)” were so

designed and used as to grade the responses of the employees based on the degree of their agreement. In designing the questionnaires, a 5- point Likert scale (strongly disagree to strongly agree) was used to reduce the statistical problems of extreme skewness (Fornell, 1992).

The format and content of the questionnaires were pre-tested and validated using some employees of the organization (with 16 samples) which were excluded from actual study. Thus, a total agreement to the aspect of a question was indexed with 5 points while a total disagreement was indexed as 1. The reliability of the questionnaires were tested using the Cronbach's alpha test and the Cronbach alpha value was found as .852 for "The Gallup Q<sup>12</sup>"-12 questionnaires and as .912 for (UWES)-9 questionnaires, which shows that the instruments are reliable. The respondents were asked to rate the 21 factors (12 + 9) based on their thought as to which of them contributed more to their engagement at workplace.

Percentage contribution of each factor to the total cumulative score across all respondents for all factors is calculated which eventually gives the weight of each factor in leading to Employee Engagement. Data was collected by self-administered questionnaires; interviews to a sample of 310 employees selected through a non probability sample (or convenience sample), in which the samples are gathered in a process that does not give all the individuals in the population equal chances of being selected; respondents are chosen based on their convenience and availability (Babbie, 1990).The response rate was 90%; that means from 310 samples only 280 responded the questionnaires. Descriptive statistical tools from SPSS version 21, such as percentage analysis and mean analysis were used in analyzing the data collected. The collected data were kept confidential and anonymous, overstating or changing data including personal biases did not occur and all quotes were properly referenced.

## CHAPTER FOUR

### 4.1 Data Analysis, Interpretation and Presentation

This chapter deals with presentation, analysis and interpretation of data gathered from employees of the hospital under study by using both questionnaire and interview .Data was collected and analyzed in order to determine the current level of employee work engagement and detect specific job resources that require development.

### 4.2 Results and Discussion

#### 4.2.1 Percentage Analysis of Personal Information

**Table 4.1. Respondents' distribution by gender, age, educational level and years of service**

<b>Characteristics</b>	<b>Measurements</b>	<b>Numbers</b>	<b>Percentages (%)</b>
<b>Gender</b>	Male	131	46.8
	Female	149	53.2
	<b>Total</b>	<b>280</b>	<b>100.0</b>
<b>Age</b>	20-30 years	146	52.1
	31-40 years	84	30.0
	41-60 years	48	17.1
	Above 60 years	2	.7
	<b>Total</b>	<b>280</b>	<b>100.0</b>
<b>Educational level</b>	Diploma and Below	69	24.6
	BA/BSC	138	49.3
	MA/MSC	27	9.6
	PhD/MD	46	16.4
	<b>Total</b>	<b>280</b>	<b>100.0</b>
<b>Years of service</b>	1-5	145	51.8
	6-10	52	18.6
	11-15	52	18.6
	Above 16	29	10.4
	Missing	2	.7
	<b>Total</b>	<b>280</b>	<b>100.0</b>

Source: Own survey, 2015

Each characteristic of the respondents from the table is discussed as follows:

#### **Respondents Distribution by Gender**

The findings from percentage analysis reveal that 47 % of the employees are males and 53% are females. As it is demonstrated in the table it is fair to

state that gender representation of participants has been sufficiently addressed in the questionnaire administering process. But it is clear that in the hospital the number of females is slightly greater than male. Thus, it could be concluded that any finding related to this study cannot be attributed to gender misrepresentation.

### **Respondents Distribution by Age**

The age distribution shows that the age of 52% of the respondents is less than or equal to 30 years; 30% of the respondents' age is between 31 and 40 years; and 17% of the respondents' age is between 41 and 60. Only 0.7% of the respondents are above 60 years. The age distribution indicates that respondents represent employees at all levels of ages and most of the employees are young. This may imply that the hospital employment trend focuses on young ones. From a general observation of this table, therefore, findings cannot relate the age structure of the employee of the Hospital to overage.

### **Respondents Distribution by Educational Level**

Regarding respondents' level of education, majority of the respondents have a BA/BSC degree to their credit (49%). The next is Diploma which is below (25%). Those that have MA/MSc comprises (9.6%). Only 16% are categorized to PhD/MD educational level. Although this fact may indicate the importance of accelerating staff development opportunities as one of the specialized hospitals in the country, the fact that nearly 50% of the workers hold BA/BSC indicates positive value. Thus, here, too, education is less likely to be the cause whatever the findings are.

### **Respondents Distribution by Years of Service in the Organization**

As indicated in table 2, findings from the analysis indicates that majority of the respondents (52%) are serving in the organization for less than or equal to 5 years. The rest 38% are in the organization for 6-15 years; whereas only 10% are there for above 16 years. This indicates that most of the employees are young and have less experience in the hospital. With regard to the experience, therefore, nearly all the workers cannot be considered as novice.

### 4.2.2 Data Analysis

For the simplicity of the analysis coding of received answers was used. Received responses were coded as follows: “strongly disagree” = “1”, “disagree” = “2”, “neutral” = “3”, “agree” = “4” and “strongly agree” = “5”.

The first step of the analysis was to calculate the individual engagement level of every employee. This meant calculating how many of the employees were highly engaged, engaged, not engaged, disengaged or highly disengaged. This gave a better picture of the overall engagement level of employees in the hospital. The next step was to calculate the mean values of the antecedents of engagement (job resources). The factor with the lowest mean value was given the position number one and the following factors were given subsequent numbers. This gave insight into the areas (meaningfulness, safety, availability), which require the most improvement and especially which of these factors need to be improved in order to increase the employee engagement.

**Table 4.2 Frequency Values of Individual Employee Engagement**

	Individual employee engagement	SD		DA		N		A		SA	
		F	%	F	%	F	%	F	%	F	%
N	Items										
1	At my work, I feel that I am bursting with energy	23	8.2	37	13.2	78	27.9	98	35	44	15.7
2	At my job, I feel strong and vigorous	18	6.4	29	10.4	78	27.9	110	39.3	45	16.1
3	When I get up in the morning, I feel like going to work	23	8.2	32	11.4	78	27.9	98	35	49	17.5
4	I am enthusiastic about my job	24	8.6	33	11.8	83	29.6	95	33.9	45	16.1
5	My job inspires me	25	8.9	26	9.3	82	29.3	103	36.8	44	15.7
6	I am proud on the work that I do	28	10	33	11.8	78	27.9	100	35.7	41	14.6
7	I feel happy when I am working intensely	28	10	26	9.3	24	26.4	98	35	54	19.3
8	I am immersed in my work	27	9.6	36	12.9	85	30.4	96	34.3	36	12.9
9	I get accepted when I am working	58	20.7	48	17.1	85	30.4	72	25.7	17	6.1

Source: Own survey, 2015

From table-3 the following points are noticed.

1. 51 % of the respondents agreed and the rest (21 %) were not in agreement with the fact that at their work, they feel that they are bursting with energy, whereas, 28 % of the respondents were not sure whether they are vigorous at job.
2. 55 % of respondents seemed to feel that they feel strong and energetic as they perform their day to day activity, whereas 17 % seem to feel that this is not the way they act in their job.
3. Surprisingly, it is almost only half (52 %) of the respondents that are happy to go to the hospital as they get up in the morning.
4. 50 % of the respondents agree and 20 % of respondents disagree and 30 % are soundless for the fact that they are passionate about their job.
5. 53 % of respondents agree and (18 %) of respondents disagree and (29 %) are quiet for the fact that what they are doing or a job which they are engaged currently motivates them.
6. Only 50 % of the respondents are overconfident on the work that they do.
7. 54 % of the respondents agreed and the rest (19 %) were not in agreement with the reality that at their work, they feel happy when they are working strongly.
8. It is only (47%) of the respondents are characterized by being fully absorbed (concentrated and happily immersed in their work.
9. Surprisingly enough, only 32 % of the respondents were agreed that they are acknowledged of their working capacity.

Thus, the major source of productivity, the root for a better social service and a cornerstone of efficiency – work engagement – is not in a promising state.

## **4.2.3 Mean Analysis of Individual Employee Engagement and Factors that need to be addressed in Order to Improve Engagement**

### **4.2.3.1 Mean Analysis of Individual Employee Engagement**

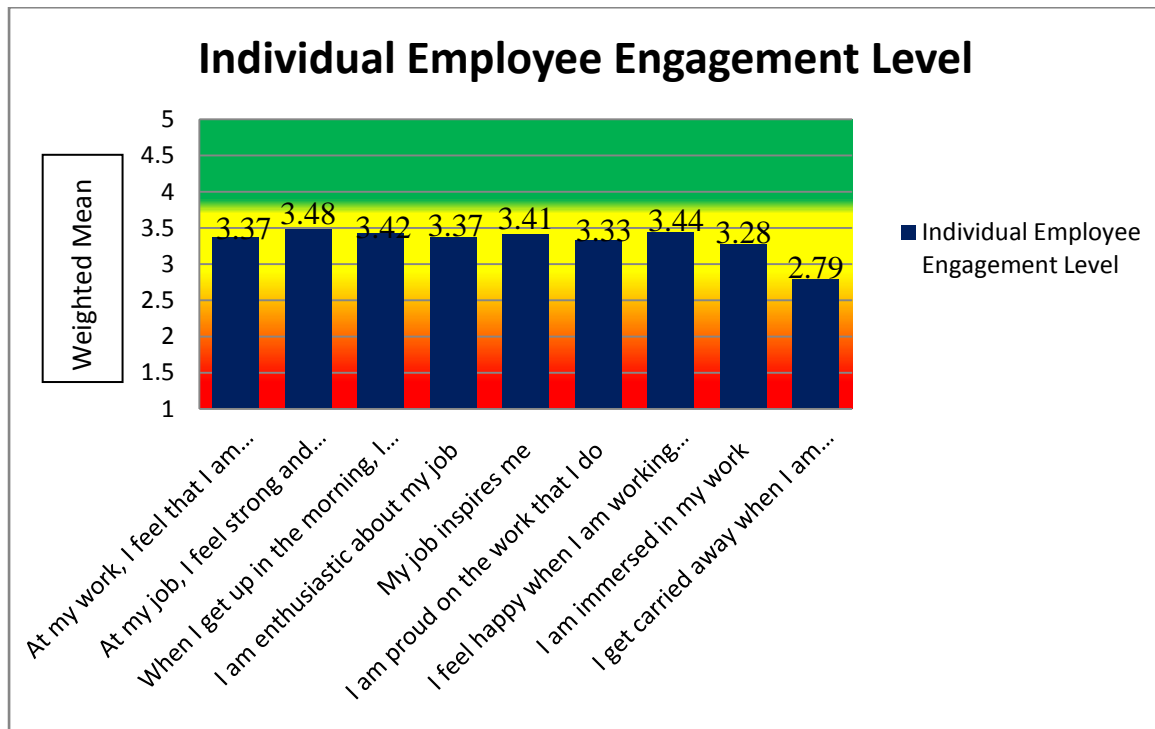
The results of the investigation will be discussed in two sections. The first section will present the general level of workers engagement at the hospital. This is depicted by analyzing the findings of the 9 items independently and then by dividing these items into three categories in line with UWES: Vigor, Dedication and Absorption. The second part will present the factors that need to be addressed in order to improve engagement. Similar to the former, in this part the three categories of job resources: Meaningfulness, Safety and Availability are dealt with.

Gallup (2006) suggests that all employees can be divided into 3 types: “engaged”, “not engaged” and “highly disengaged”. This research considers respondents who answered agree or strongly agree to the suggested UWES (9-items) belong to the engaged group. And the Q12 assess the perceived level of resources in the employee’s job; for simplicity, the level of job resources in employee’s job is indicated by “excellent”, “somewhat” and “poor”.

Gallup (2006) also describes engaged employees as the ones who work with passion, feel a profound connection to their company, and help move their organization forward. “Non-engaged” employees are the ones who “sleepwalk” through the working day. They dedicate their time, but not energy or passion to their work. Actively disengaged employees are the biggest concern for the organization, as they don’t keep their unhappiness to themselves; instead they spread it around, undermining the results, their co-workers accomplished.

On **Figure 4.1** the character and ranks of the individual work engagement is shown. All factors lie in the “not engaging” (yellow) area.

**Figure 4.1 Mean Values of Individual Employee Engagement**



Source: Own Survey of, 2015

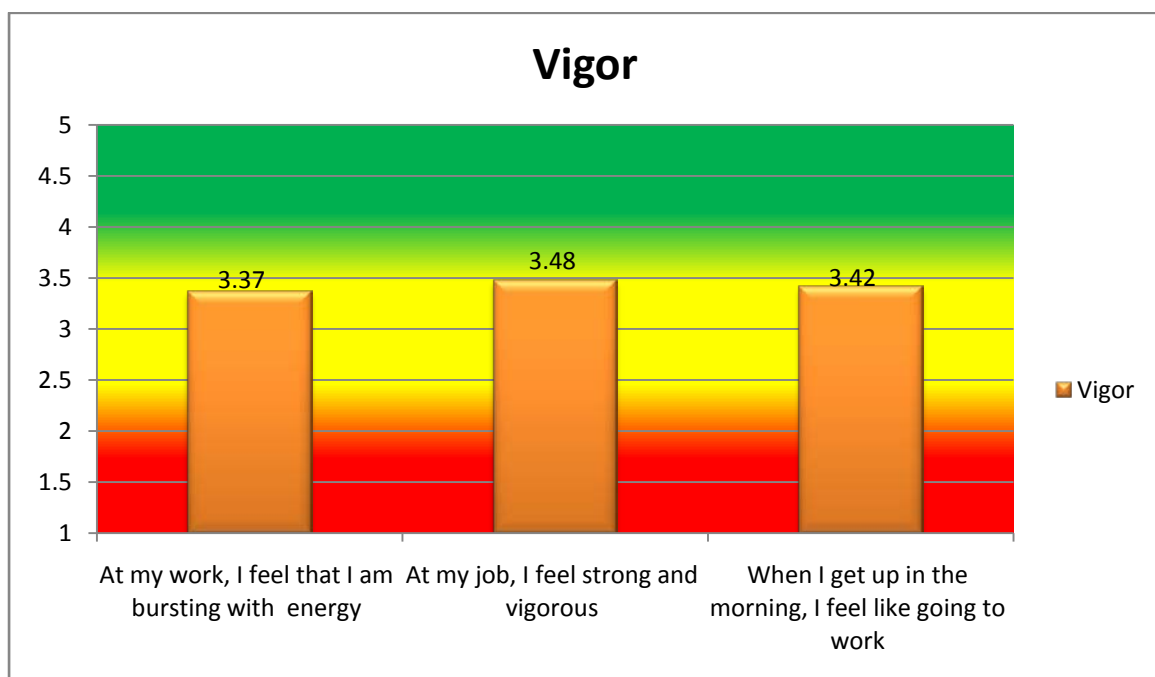
(For the better visualization on this figure the “engaged” area is presented by green color, “non engaged” area by yellow and “disengaged” by red)

**The discussion of figure 4:1** The results show that the overall score of the employee engagement at the Hospital is **3.32** which mean that the employees are generally not engaged. The engagement score, which is the middle position of the engagement scale, could be explained by the existence of “highly engaged” or “highly disengaged” employees. However, Figure 4, which presents the ranks of the individual level of the Hospital workers’ engagement, shows there are no highly engaged or highly disengaged employees, except those who fit in to the factor indicated below mean (2.79), which is nearly goes to highly disengaged position. The ranks of employee engagement are spread more on the middle part of the figure “yellow area” with even none of the employees reaching “green area” that indicates minimum level of engagement. This means that improvement to the level of engagement can be applicable to all of the presented employees.

#### 4.2.3.2 Mean Analysis of the three Categories of Work Engagement

The engagement section based on the three dimensions or components of work engagement; the 9- items of UWES which are a shorter 9-item version of the UWES (UWES-9) (Schaufeli, 2013) are used to measure level of employee work engagement. These 9-items can be divided in to three major components with 3 items under each category (Schaufeli, 2013). Those three aspects are called vigor, dedication and absorption

**Figure4.2 the disposition of mean value of work engagement belonging to “Vigor”**

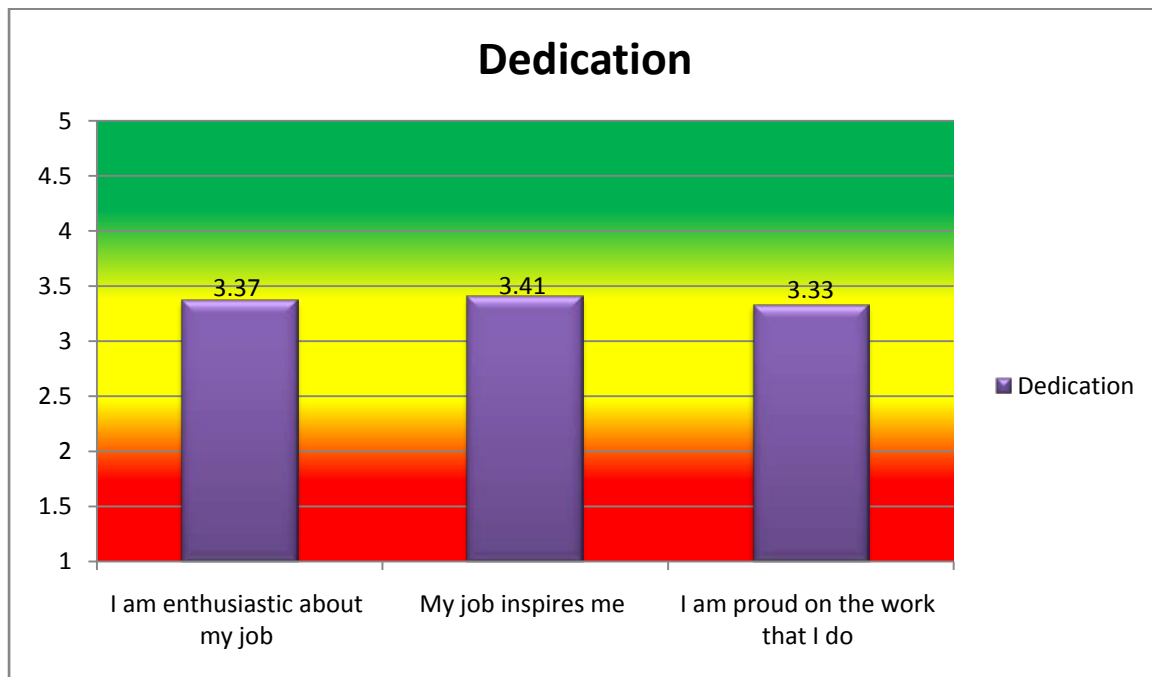


Source: Own Survey of, 2015

For the better visualization on this figure the “engaged” area is presented by green color, “non engaged” area by yellow and “disengaged” by red.

Figure 5 shows the mean values of engaging factors belonging to vigor. Here it is indicated that all of the presented factors lie in the “non-engaging zone”. Such consistency shows that workers generally not energetic (vigorous) at their work and they do not feel comfortable enough to employ their selves for their Hospital.

**Figure4.3 the disposition of mean value of work engagement belonging to “Dedication”**

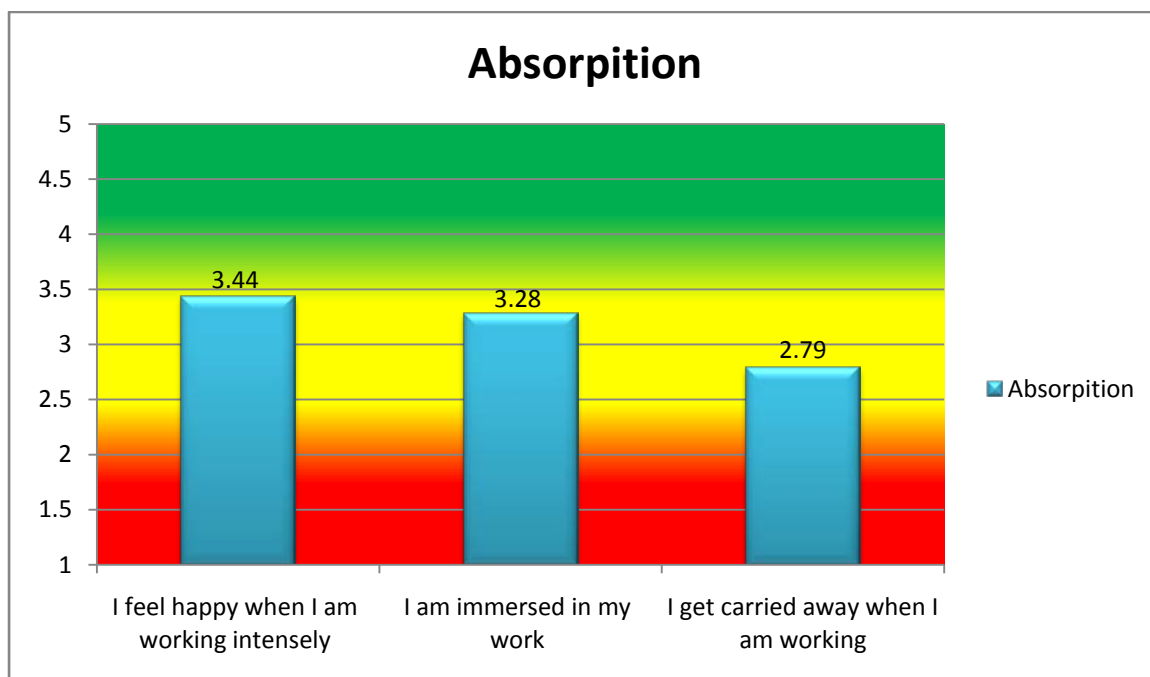


Source: Own Survey of, 2015

For the better visualization on this figure the “engaged” area is presented by green color, “non engaged” area by yellow and “disengaged” by red.

The mean values of all the factors belonging to dedication lie in “non engaged” area by yellow. This articulates that the workforce of the Hospital is not enthusiastic about their career, not motivated on their service, but also they are not overconfident of the work they perform

**Figure 4.4 the disposition of mean value of work engagement belonging to “Absorption”**



Source: Own Survey of, 2015

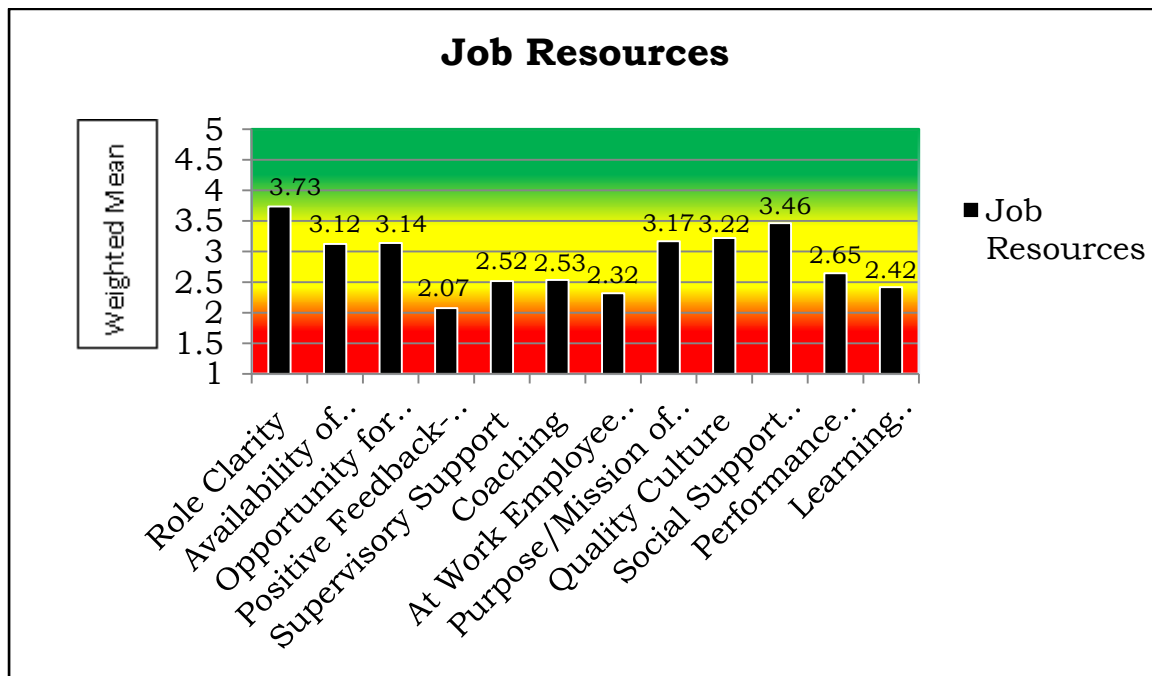
For the better image on this figure the “engaged” area is presented by green color, “non engaged” area by yellow and “disengaged” by red.

Figure 7 shows the fact that in existing situation staff do not work strongly, not fully absorbed or immersed in their work and to the worst there are employees who are positioned to “highly disengaged” zone with mean value (2.79), because they are not acknowledged as they work.

In conclusion, based on the analysis of the three categories: vigor, dedication and absorption; while, all factors stated under the three aspects lie in the “not engaging” (yellow) area, it may not be too much speculation to say that the employees are not vigorous; they are not experiencing high levels of energy at work and not motivated to invest effort into work. They are not dedicated by being strongly involved into work and not experiencing feelings of pride and enthusiasm about their work. Finally, workers are not absorbed which entails engagement in and concentration on work, as well as the feeling that time is flying at work.

### 4.2.3.3 Mean Analysis of Factors that need to be addressed in order to improve engagement

**Figure 4.5. Mean Values and the Character of Ranks of Job Resources**



Source: Own Survey, 2015

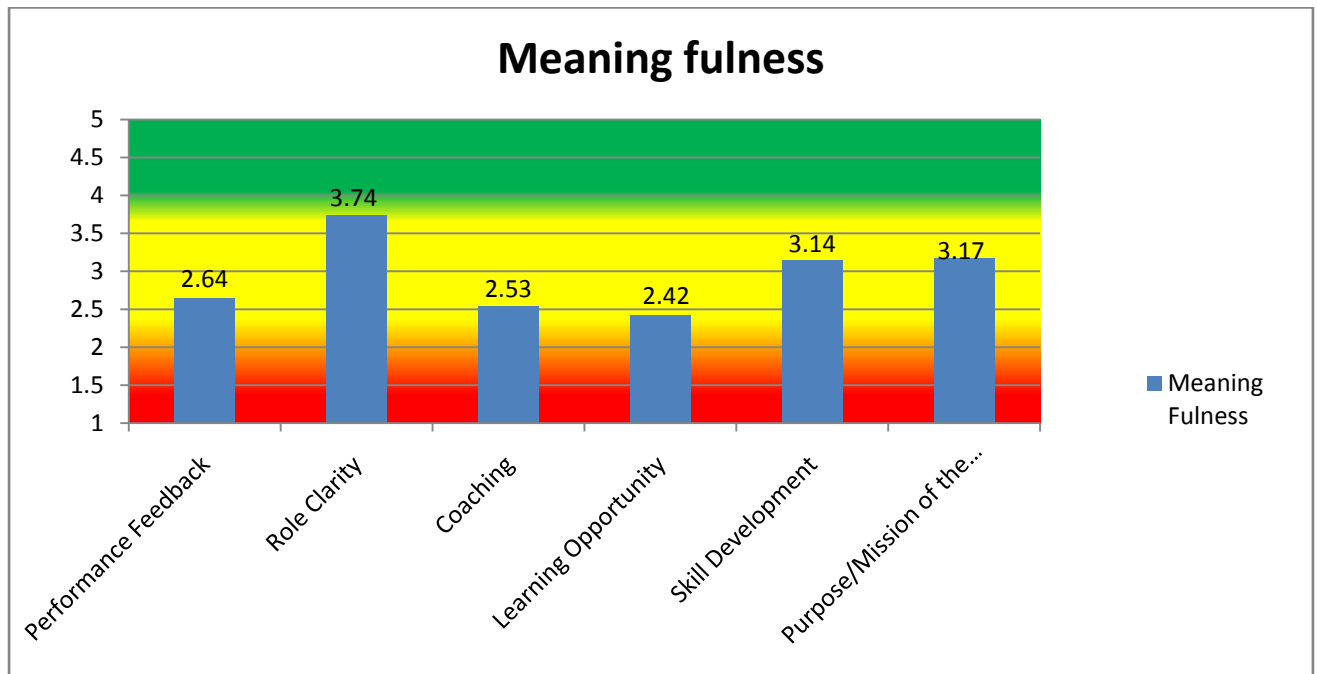
(For the better visualization on this figure the “excellent” area is presented by green color, “somewhat” area by yellow and “poor” by red)

On Figure 4.5 the disposition and ranks of the job resources is shown. All factors lie in the “somewhat” area, whereas only one factor “role clarity”, nearly tends to reach the excellent area. Whereas, positive feedback, supervisory support, coaching, employee voice count, performance feedback and learning opportunities are almost lie in the “poor” area. Thus, those significant job resources which refer to physical, social, or organizational aspects of the job, productivity, the root for a better social service and predict a cornerstone of efficiency-work engagement- are not in a promising state in the Hospital.

#### 4.2.3.4 Mean Analysis of the Three Categories of Job Resources

The three categories of antecedents of engagement can be analyzed separately for deeper discussion. Figure 9 shows the mean values of job factors belonging to meaningfulness.

**Figure 4.6** The character of mean value of job resources belonging to “meaningfulness”



(For the better visualization on this figure the “excellent” area is presented by green color and “somewhat” area by yellow and “poor” area

The mean value of the “role clarity” (3.74) which is about to be in a “green area” may say that employees know what is expected of them at work.

But to the higher extent, its being in a “yellow” area may mean that there is role ambiguity. It may also indicate that role ambiguity is a significant issue across the professions and has highlighted the need to improve the utilization of health human resources by clarifying professional roles. Failure to address the current ambiguity that exists across provider roles will make it difficult for health care leaders to demonstrate accountability for the quality and sustainability of the health care system. If the hospital aims to achieve effective and efficient utilization of the health workforce, it is crucial that it understands the distinct and shared contributions made by various members of the health care team.

The mean value of “performance feedback” (2.64) and “coaching” (2.53) means that employees do not know how the management of the hospital is feeling about them in relation to their performance and also ongoing feedback and coaching that can be used to communicate about and correct performance deficiencies, to reinforce appropriate behavior, to teach the employee new skills, to motivate high performance, and to mentor employees so they understand their role in the hospital might not be experienced.

The mean values of the factors “learning opportunities” (2.42), “skill development” (3.14) and “purpose/mission of the hospital” (3.17), lie under “somewhat” area; which implies that employees do not have enough access to learning programs that allows them to improve their knowledge and develop new skills, which in its turn helps them apply new methods to their daily tasks.

**Figure 4.7. The character of mean value of job resources belonging to “safety”**



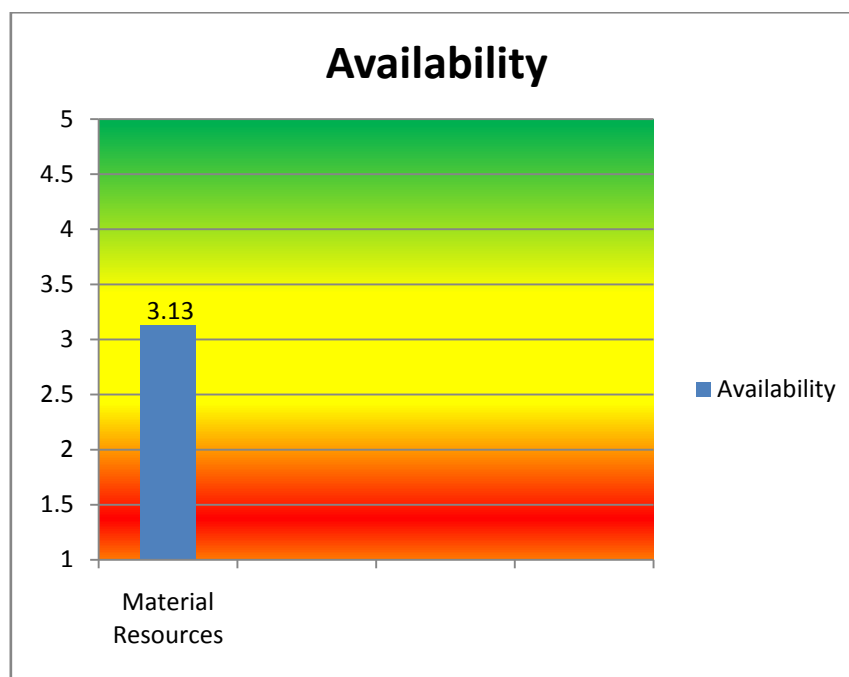
(For the better visualization on this figure the “excellent” area is presented by green color, “somewhat” area by yellow color and “poor” by red color.)

Figure 4.7 shows the mean values of job factors belonging to safety. Here we can see the entire presented factors lie in the “somewhat” zone. Such consistency shows that workers generally do not perceive the hospital as a

safe environment and they do not feel comfortable enough to employ their selves without fear of negative consequences for their image, status or career. Individual responses to the “culture of recognition”, “supervisory support” and “employee voice count” with their respective mean value show that most of the respondents do not believe that the organization values their contributions and cares about their well-being. Most of the employees do not receive enough support and appreciation from their supervisors. As supervisors are seen as organizational agents low levels of supervisory support may partially explain the low evaluation of perceived organizational support.

Factor “social support from colleagues” has relatively higher mean value of (3.46) in the “Safety” group. Taking a look at the individual responses in the collected data, it can be said that nearly most of the employees feel as they are part of the group and can receive help from co-workers if needed.

**Figure4.8. The character of mean values of job resources belonging to “availability”**



(For the better visualization on this figure the “excellent” area is presented by area by green yellow color, “somewhat” and “poor” by red)

The level of material resource availability with the mean value of 3.13 and the disposition of individual responses from the data shows that not all employees are ready for high performance the next day, as they do not get a sufficient amount of resources.

To sum up, this section, the findings of the study point out the need to provide employees with the necessary job resources that leads to affective psychological work-related state of mind likely to inspire employees to actively express and invest themselves emotionally, cognitively, and physically in their role performance needed to perform their work; since it has consequential effects on the employee work engagement and organization as a whole. In other words, the JD-R model states that the presence of job resources predicts work engagement among employees through a motivational process (Schaufeli, Bakker, and Van Rhenen, 2009). In more detail, job resources are assumed to play either an intrinsic motivational role because they foster employees' growth, learning and development, or an extrinsic motivational role because they are instrumental in achieving work goals. In any case, the data analysis discovered that job resources seem to have positive consequences and are likely to result in work engagement.

#### **4.2.3.5 Interview Questions**

Interview was made with the Hospital's Plan and Policy Directorate. Here are the questions forwarded to the discussion.

1. Does the hospital have employee work engagement strategies, policy/procedures?
2. In your opinion what is the importance of having employee work engagement strategies, policy/procedure in your organization?

What he said is quoted as follows; "the hospital has different thematic strategies which it applies related to its day to day operational activities; examples of strategic themes are excellence in health service delivery, excellence in teaching and research, excellence in leadership and governance. But there is no employee work engagement strategy".

## **CHAPTER FIVE**

### **5.1 Summary and Conclusion**

This research has applied engagement theory and examined the engagement of the Saint Paulo's specialized Hospital employees. The aim was to measure the current engagement level of employees and to identify the factors (job resources) that need to be improved to increase the level of engagement. Results of the study have shown that employees within the Hospital are generally not engaged. For the sample as a whole, it is evident that there is considerable scope for improvement in the level of employee engagement in the Hospital.

During discussion with the Hospital's Directorate, he plainly said that the Hospital has different strategies, policies and procedures, but so far never thought about work engagement policies and strategies. It was discovered that even the concept itself is new to them. That is why the researcher included those mentioned tips under building work engagement strategies. In relation to job resources, according to Kahn (1990), employee engagement is influenced by three conditions: meaningfulness, safety and availability. Results have shown that employees perceive their job as meaningful, if they have the opportunity for development, coaching, performance feedback and role clarity.

Additionally, results show that employees lie under "non engaged" area with regard to level of employee work engagement and all of the factors corresponding to the job resources are lying in the "somewhat" area. This shows uncertainty of the workers with this regard. This study was strongly underpinned by the theory job demands model and social exchange. In conclusion, results of the study have shown that employees within the Hospital are generally not engaged. For the sample as a whole, it is evident that there is considerable scope for improvement in the level of employee work engagement in the Hospital. The findings of the study reveals the need for the Hospital to provide employees with the necessary job resources that leads to affective psychological work-related state of mind likely to inspire employees to actively express and invest themselves emotionally, cognitively, and physically in their role performance needed to perform their work.

## **5.2 Recommendations**

The findings of this investigation, point out areas that the management of the hospital should take better care of to improve the existing non-engaging situation and deficiency of job resources in employees job. Furthermore, the results of the investigation show that the hospital should direct most of its attention towards increasing the job resources related to employees work life, as all factors in this category have “somewhat” mean values.

Supervisors should ensure that employees understand the organizational mission/purpose, they get the required information to do their job successfully and that employees have support, to make more specific while dealing with difficult situation etc.

It could be important to document and publicize the success of employees. This can, for example, be in the form of congratulating an employee with his/her accomplishments, could be through material and symbolic rewards, personalized praise which is more rewarding than a “one size fits all”. This signals that the leaders and the hospital as a whole values and appreciates its workers.

Managing performance, ongoing performance feedback and coaching should be an ongoing habit; not only during the annual performance appraisal. Managers make it part of their daily tasks. Regular feedback and coaching will help employees build their skills and independence.

In order to increase the employees feeling of safety, the public Hospital should show that it cares about each individual employee and that they are willing to help them perform their day-to-day tasks successfully.

Besides facilitating a good working culture, the management of the Hospital should also support positive social interaction such as employee get-together, trip and so on between employees, which will help them both to satisfy their need to belong and to achieve work related goals.

Data analysis revealed that employees lie under “non engaged” area. Therefore, in order to have engaged employees at work, managers of the hospital at least need to look at the strategies mentioned in the literature under building work engagement strategies called as “tablets” because it is

believed that they will cure employee disengagement diseases. In fact contextualization of those strategies should not be compromised.

Taking into consideration that workers in health care providing organizations are a rarely studied group of employees, this is a double challenge for the managers at the Hospital. Therefore, the management needs to realize that the engagement level of their employees might not be as good as they think, so they need to stay updated about the present level of employee engagement by consistent measuring of employee work engagement, in order to take appropriate action in time and not to lose productivity.

### **5.3 Further Research**

Though, this can be a starting point to attract the attentions of the researchers towards work engagement, further studies should include a larger sample of employees.

It might be useful for further research to investigate the factors (job resources) that have the highest influence on the engagement of workers in health care providing organizations. In this manner organizations will know in which areas to concentrate their efforts. Future investigations may include the possible differences in the factors that drive engagement between male and female. It may also show whether there is a gender difference in antecedents of engagement. Future research could investigate the change in perception of engagement factors with age.

Finally, it is reasonable to assume that other organizations would like to improve on the performance of their employees and therefore know how to engage their employees in the most efficient way. Therefore, further research should also conduct investigations within specific groups of employees, to be able to give specific recommendations to organizations.

## Appendix 1

<b>Gallup's Q12©</b>
1. Do you know what is expected of you at work? ( <i>role clarity</i> )
2. Do you have the materials and equipment you need to do your work right? ( <i>material resources</i> )
3. At work, do you have the opportunity to do what you do best every day? ( <i>opportunity for skill development</i> )
4. In the last seven days, have you received recognition or praise for doing good work? ( <i>social support, positive feedback</i> )
5. Does your supervisor, or someone at work, seem to care about you as a person? ( <i>supervisor support</i> )
6. Is there someone at work who encourages your development? ( <i>coaching</i> )
7. At work, do your opinions seem to count? ( <i>voice</i> )
8. Does the mission/purpose of your company make you feel your job is important? ( <i>meaningfulness</i> )
9. Are your associates (fellow employees) committed to doing quality work? ( <i>quality culture</i> )
10. Do you have a best friend at work? ( <i>social support</i> )
11. In the last six months, has someone at work talked to you about your progress? ( <i>feedback</i> )
12. In the last year, have you had opportunities at work to learn and grow? ( <i>learning opportunities</i> )
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Source: SCHAUFELI AND BAKKER, 2010

## Appendix 2

<b>The Utrecht Work Engagement Scale (UWES)</b>
1. At my work, I feel that I am bursting with energy ( <i>Vi</i> )
2. At my job, I feel strong and vigorous( <i>Vi</i> )
3. When I get up in the morning, I feel like going to work( <i>Vi</i> )
4. I am enthusiastic about my job ( <i>De</i> )
5. My job inspires me( <i>De</i> )
6. I am proud on the work that I do( <i>De</i> )
7. I feel happy when I am working intensely( <i>Ab</i> )
8. I am immersed in my work( <i>Ab</i> )
9. I feel happy when I am working intensely( <i>Ab</i> )
<b>Shortened version (UWES-9); VI = Vigor; DE = Dedication; AB = Absorption</b> © <b>Schaufeli &amp; Bakker (2003).</b>

Source: SCHAUFELI AND BAKKER, 2010

**Appendix 3**  
**Addis Ababa University**  
**School of Commerce**  
**Post Graduate HRM Program**

**Dear Participants**

Thank you for your willingness to help me, by completing this questionnaire. This questionnaire is developed in order to conduct a thesis for the award of Master of Arts Degree in Human Resource Management, to investigate level of employee work engagement and identifying its predicators requiring improvement (the case of Saint Paulo's Specialized Hospital Millennium College). Responses are anonymous and will be used only for academic purpose and the researcher expects genuine and honest responses to the questions provided below.

Thanks for your time.

**Personal Information:**

**Sex:** (1) Male (2) Female

**Age:** (1) 20-30 (2) 31-40  
(3) 41-60 (4) Above 60

**Educational Level:** (1) Diploma and Below (2) BA/BSC  
(3) MA/MSC (4) PhD/MD

**Year of Service:** (1) 1-5 (2) 6-10  
(3) 11-15 (D) Above 15

On scale from strongly disagree to strongly agree please rate the following statements.

**Remarks**

1-Strongly Disagree

2-Disagree

3-Neutral

4-Agree

5-Strongly Agree

	<b>Questions to Assess Current Level of Employee Work Engagement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	At my work, I feel that I am bursting with energy					
2	At my job, I feel strong and vigorous					
3	When I get up in the morning, I feel like going to work					
4	I am enthusiastic about my job					
5	My job inspires me					
6	I am proud on the work that I do					
7	I feel happy when I am working intensely					
8	I am immersed in my work					
9	I get carried away when I am working					
	<b>Questions to Assess Job resources which Require Improvement</b>					
1	I know what is expected of me at work? ( <i>role clarity</i> )					
2	I have the materials and equipment I need to do my work right? ( <i>material resources</i> )					
3	At work, I have the opportunity to do what I do best every day? ( <i>opportunity for skill development</i> )					
4	In the last seven days, I have received recognition or praise for doing good work? ( <i>social support, positive feedback</i> )					
5	My supervisor, or someone at work, seems to care about me as a person? ( <i>supervisor support</i> )					
6	There is someone at work who encourages my development?( <i>coaching</i> )					
7	At work, my opinions seem to count? ( <i>voice</i> )					
8	The mission/purpose of the hospital makes me feel my job is important? ( <i>meaningfulness</i> )					
9	My associates (fellow employees) are committed to doing quality work? ( <i>quality culture</i> )					
10	I have a best friend at work? ( <i>social support</i> )					
11	In the last six months, someone at work talked to me about my progress? ( <i>feedback</i> )					
12	In the last year, I have had opportunities at work to learn and grow? ( <i>learning opportunities</i> )					

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