

A Systematic Literature Review on Enhancing Employee Engagement through Employee Value Proposition Measures

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Abstract

Purpose: *The purpose of this paper is to identify the key determinants of employee engagement and factors responsible for enhancing engagement level through a systematic literature review of available research works.*

Methodology: *This paper makes an attempt to study the different dimensions of employee engagement with the help of systematic literature review. This can be used to provide an overview and references on some of the conceptual and practical work undertaken in the area of the employee engagement practices and how Employee Value Proposition plays key role in enhancing employee engagement. 25 research papers were reviewed to find out the relationship between two variables.*

Findings: *It was found that all the identified factors such as EVP, Employee Satisfaction, and Employee Commitment were predictors of employee engagement however; the variables that had major impact are various EVP Pillars (Career Growth, L&D, Quality of Life and Reward Recognition). Hence Employee Value Proposition is a strong predictor of employee engagement.*

Research Implications: *The determinants of employee engagement connote a healthy working atmosphere that reflects on the social impact created by the organization. Employees would enjoy considerable attention in terms of the determinants being addressed.*

Originality/Value: *The research emphasizes the growing importance and need for crystallization of the concept of employee engagement and how EVP Pillars can be used strategically for enhancing engagement level. The research is unique in respect to the comprehensive model that is developed and validated.*

Keywords: Employee engagement, Employee Value Proposition, Employee Performance, Working environment, and Employee Satisfaction.

Introduction:

Employee engagement is defined in general as the level of commitment and involvement an employee has towards their organization and its values. When an employee is engaged, he is aware of his responsibility in the business goals and motivates his colleagues alongside, for the success of the organizational goals. The positive attitude of the employee with his work place and its value system is otherwise called as the positive emotional connection of an employee towards his/her work. Engaged employees go beyond the call of duty to perform their role in excellence. Engagement at work was first conceptualized by Kahn (1990) as the “harnessing of organizational members’ selves to their work roles”. He added that in engagement “people employ and express themselves physically, cognitively, and emotionally during role performances”.

Engagement is the key to the success of an organization because employee performance does not only depend on the employees’ intellectual skills, but also on their attitude toward their work and organization Ulrich (2007).

To a large extent, it determines an individual’s mental state at work. This is important as the employees’ performance depends on their mental state. An employee cannot be satisfied with the job without effective engagement in the organization Lee. C, (2016). Now employee engagement also has quite a number of definitions. Whitehurst. J, CEO of RedHat (2012), defines it as, “The art of getting people to believe what you want them to believe”. According to Kruse. K (2012), “Employee engagement is defined as the emotional commitment the employee has to the organization and its goals”. Both the definitions are valid and represent employee engagement one from the management’s perspective and the other from Human Resource (HR) perspective. Engagement is a result of employees understanding the company's goals and their role in helping the organization reach those goals.

There is an extraordinary change in the job description as well as workforce diversity due to the globalization of organizations. Employee engagement has developed as an important management-focused activity to compete and perform in an energetic and competitive environment, having a link with the organization’s goals and objectives. Employee engagement is found to be a constant process and is highly organization specific. It is found that different behavioural components are integrated with employee engagement, such as commitment, involvement, positive attitude, motivation, loyalty a psychological presence which leads to employees’ job satisfaction & organization success.

Gallup's State of the Global Workplace report 2017 shows that only 13% of Indians, whether employed in the organized sector or otherwise, are engaged at work.

Only 15.9 percent of employees worldwide are Fully Engaged, down slightly from 16.2 percent in 2015. This means that 84 percent of workers are merely coming to Work, and are not contributing all they could to their organizations.

Where as an Employee Value Proposition (EVP) is the one of a kind arrangement of benefits an employee gets consequently for the skills, capabilities and experience they convey to an organization. An EVP is about characterizing the substance of your organization and how it is special and what it remains for.

Employee Value Proposition (EVP) is the unique set of benefits which an employee receives in return for the skills, capabilities and experience they bring to a company.

The company's value proposition is a vital tool for **employee engagement**, so the messaging should be executed to the fullest and deliver on what is promised. If the leadership takes progressive action with EVPs, then the rest of the organization is likely to notice and become more **engaged**.

Considering these important personality factors, it becomes a necessity to look at the employees' participation, and the kind of employee engagement programs an organization has adopted through EVP measures.

The Employee engagement strategies have been proven to reduce **staff** turnover, improve productivity and efficiency, retain customers at a higher rate, and make more profits.

Method

The literature review method was chosen because it is an accepted strategy for summarizing literature around a concept or phenomenon (Chermack & Passmore, 2005). A systematic literature review (SLR) identifies, selects and critically appraises research in order to answer a clearly formulated question (Dewey, A. & Drahota, A. 2016). The systematic review should follow a clearly defined protocol or plan where the criteria are clearly stated before the review is conducted.

Because employee engagement and employee value proposition are an emerging topic being studied in various fields with differing conceptualizations, a systematic literature review was developed and implemented. In the following sections, the framework of the method is discussed, followed by a justification for the selection of literature across various fields, data organization, and analysis strategies.

Select Studies as Per Protocol

To conduct the study, 83 relevant research papers were collected and segregated as per the topic. The research variables from 83 papers were identified and matched with the relevant topics. To conduct the analysis, 25 research papers out of 83 were included.

Appraise Studies as Per Protocol

All the 25 selected research papers were captured in an Excel Sheet for the purpose of analysis. Overloaded information reduced by eliminating irrelevant or weak studies. All important factors captured viz. author, year, Journal Name, Objective, findings etc.

Identification of the most relevant information's distinguishing evidence from opinion, assumptions, misreporting, and belief captured in a single excel sheet for assessing the validity of the study, usefulness and clinical applicability of the study.

Results Obtained from Reviewing the Research Papers

For the purpose of data analysis both Pie Chart and Doughnut Chart were prepared for each segment. Grouping and Combining of data done after analyzing each and every parameter in details.

114 Employee Engagement Drivers and 44 Employee Value Proposition Drivers Identified along with 83 Variables 47 Different Study Context interlinked to Employee Engagement & Employee Value Proposition.

Literature Review

Sr No	Author Name	Year	Findings
1	Murali S.	2020	<p>The leadership quality of managers is an important factor that determines the engagement and performance of employees in the organization. Of late, the management literature highlights the role of transformational leadership in playing a crucial role in employee performance in different types of industries across the world.</p> <p>Transformational leadership style show strong positive influence on various dimensions of employee engagement such as vigor, dedication and absorption.</p>
2	Raja S.	2020	<p>Working environment and compensation program are highest factor for enhancing employee engagement. Age and Gender have no direct impact on engagement level.</p>
3	Yousif Ali A. Ali Hasaballah A.	2020	<p>Organization Citizenship Behavior and Employee Engagement have a positive relationship with Performance Enhancement. Establishing a performance-driven culture encourages employees to work intensely to obtain maximum output from available resources.</p>
4	Rani T. and Deepti V.	2020	<p>This study reveals that there is a positive association between drivers of employee engagement and level of employee engagement.</p> <p>Positive relationship between level of employee engagement and productivity improves company and employee's performance.</p>
5	Contreras, Francoise Espinosa, Juan C. Esguerra, Gustavo A.	2020	<p>Adequate managing of personal resources can result in better health conditions and improves employees' wellbeing.</p>

6	Pawar A. and Charak K.	2020	Strategic Employee's Value Proposition help in building the brand of the employment.
7	Triastuti U. & Karnati N.	2020	Employee Engagement, Transformational leadership and Change Management had direct positive and direct effect on competitive advantage. Similarly Transformational leadership and Change Management had direct positive effect on employees engagement.
8	Qureshi J. & Qureshi M. et al.	2019	Normative Organizational Commitment is the most influential form of employee's commitment to affect job satisfaction. Where as Affective Organizational Commitment is the second most influential form of organizational commitment. Continuous Organizational Commitment is the least influential though significant to influence job satisfaction of the-employees. There is a significant positive impact of job satisfaction on job performance.
9	Patvardhan N. and Santok S.	2019	There is a direct correlation between sexual self-concept, body esteem and the psychological well-being of visually challenged employees. They are quite confident, good attitude and have a positive mindset towards their job. There is a lot of scope of improvement for companies towards these employees and therefore to work out on a more comprehensive EVP suiting their talent and contributions to the company.
10	Satpathy I., Patnaik B. and Mohapatra M.	2019	Work life balance is a parameter to measure job satisfaction. It helps in understanding work and life as two most important aspects of life which needs to be balanced through various strategic HR interventions. Juggling between personal and

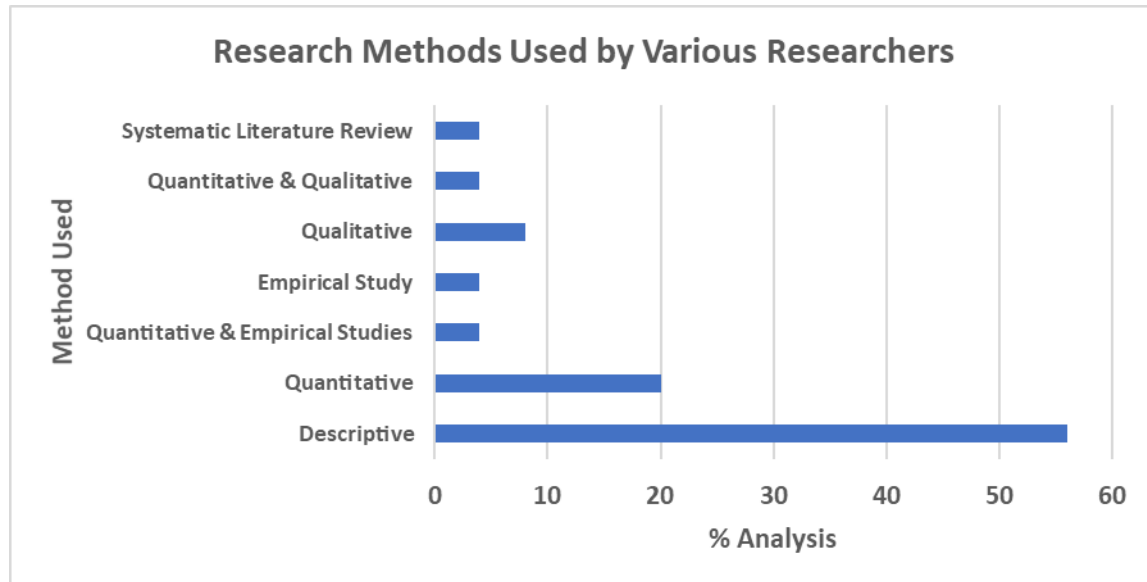
			professional lives employees tend to under- perform. Hence to strike a balance is necessary on the part of the employees in order to accomplish the goals of the organization and be an asset to the organization.
11	Christy V.	2019	Ergonomics plays a major role in today's work culture to foster employee engagement and it is crucial to employee retention and making profits. Psychosocial needs are well met by good workplace health measures.
12	Mat, N, Jansriboot, P and Mat, N	2019	Personality traits, agreeableness and neuroticism were found not significantly affect employee engagement. The relationship between transformational leadership and psychological safety helps in enhancing employee engagement.
13	Shaik, F and Makhecha, U	2019	In order to increase engagement levels organizations need to focus on appropriate team membership supported by appropriate technology, and adequate formal and informal communication.
14	Salau O. , Osibanjo A. et al.	2018	Career growth and reward flexibility as predictive determinants of EVP for increased performance of sampled firms.
15	Bhavani et al.,	2018	Employee engagement leads to increased productivity, retention, client trust and profitability.
16	Payambarpour et al.	2015	Management development has implications for organizational performance. Human resource practices are positively and significantly associated with organizational performance, employee engagement. Engagement has a positive and significant effect on organizational performance and partially mediates the link between HR activities and performance.

17	Aloo V. and Moronge M.	2014	The Company has a common job architecture that is used to define all jobs that reward and career programs at organization are linked to common job architecture and that Pay progression is aligned with career progression at my organization.
18	Rayton B. and Yalabik Z.	2014	Job satisfaction is an important outcome of psychological contract breach (PCB). Work engagement is affected by PCB, this relationship operates through the aforementioned impact of PCB on job satisfaction.
19	Anitha J.	2013	Working environment and team and co-worker relationship helps in improving employee engagement and employee engagement had significant impact on employee performance
20	Afiouni, F. Karam, C. and El-Hajj, H.	2013	HRM Practices in one country are likely to be influenced by both cultural and institutional factors, and that it is furthermore difficult to deconstruct the various cultural and institutional influences. Hence EVP and EE activities will depend on cultural and institutional practices of that region.
21	Rees, C., Alfes, K. and Gatenby, M	2013	The direct connection between perceptions of voice behaviour and engagement is mediated by both employee trust in senior management and the employee–line manager relationship.
22	Shantz, A. et al.	2013	Employees who hold jobs that offer high levels of autonomy, task variety, task significance and feedback are more highly engaged and, in consequence, receive higher performance ratings from their supervisors.
23	Sokro, E.	2012	Attractive compensation and benefit package, opportunity for long-term career progression, recognition and appreciation of employees work, job security, company image and provide work life balance are key attributes for talent retention.
24	Van Schalkwyk, S., Du Toit, Danie H. B. , Adriaan S. and Rothmann, S.	2010	Job insecurity was not statistically significantly related to employee engagement and turnover intention. Leadership empowerment behaviour contributed statistically significantly to employee engagement and low turnover intention. Employee engagement partially mediated the relationship between leadership empowerment behaviour and turnover intention.

25	Sharma, D., Borna, S.and Stearns, J.	2009	The results of the study indicate that perceived fairness moderates the influence of CEVs on two seminal outcomes, namely, job performance and commitment
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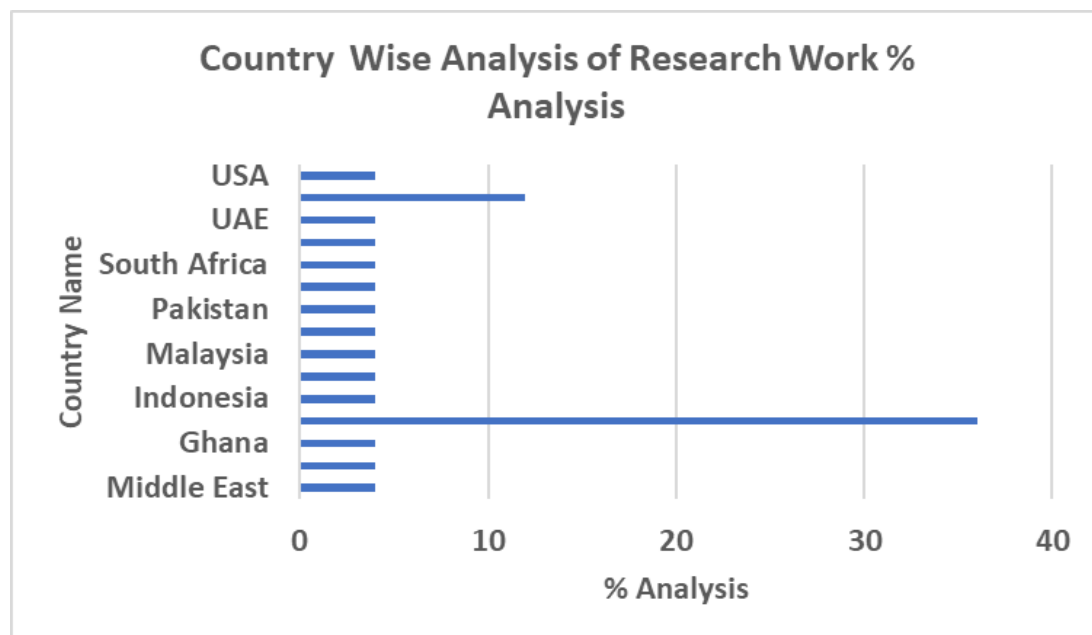
Analysis of Literature Review

Chart: 1

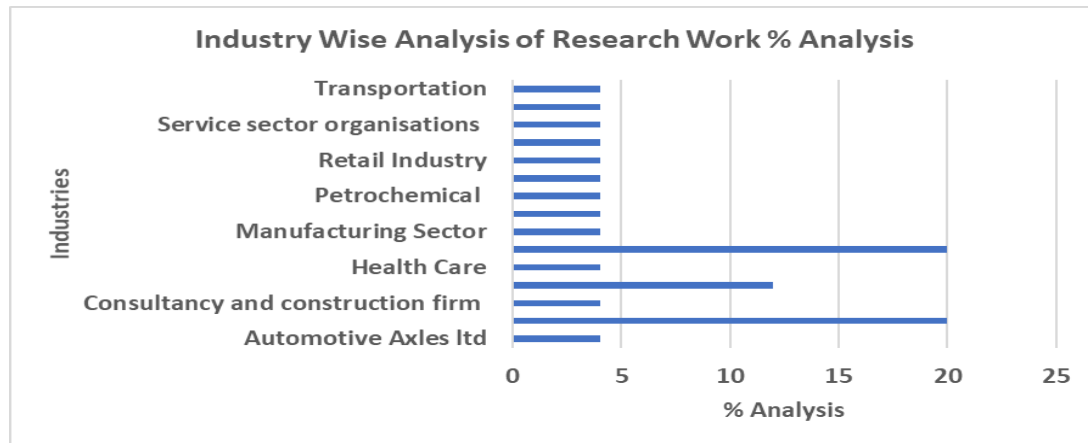


Past studies indicate that around 86% researchers used Descriptive and Quantitative research methods for their study purpose. The qualitative aspects of the research are yet to be conducted and there is a good scope for future studies.

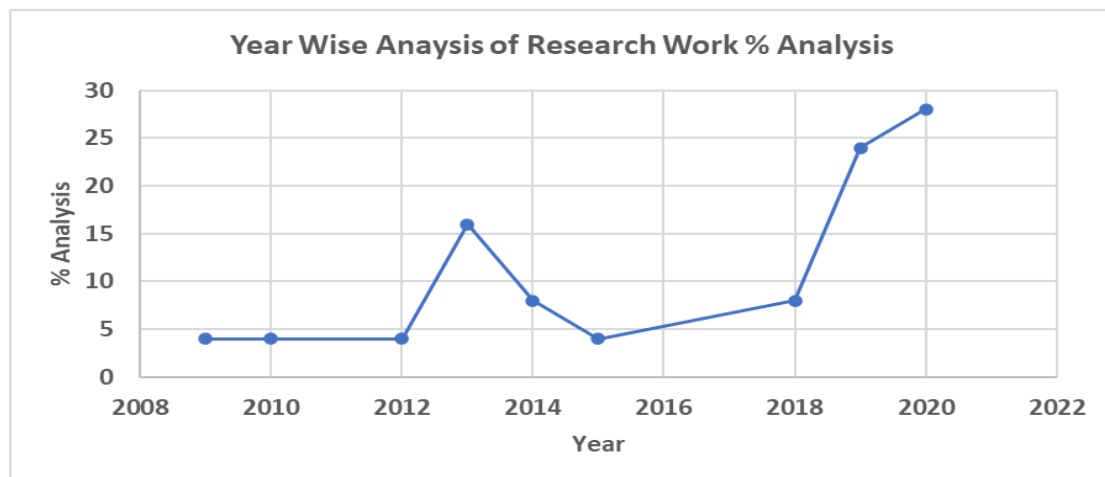
Chart: 2



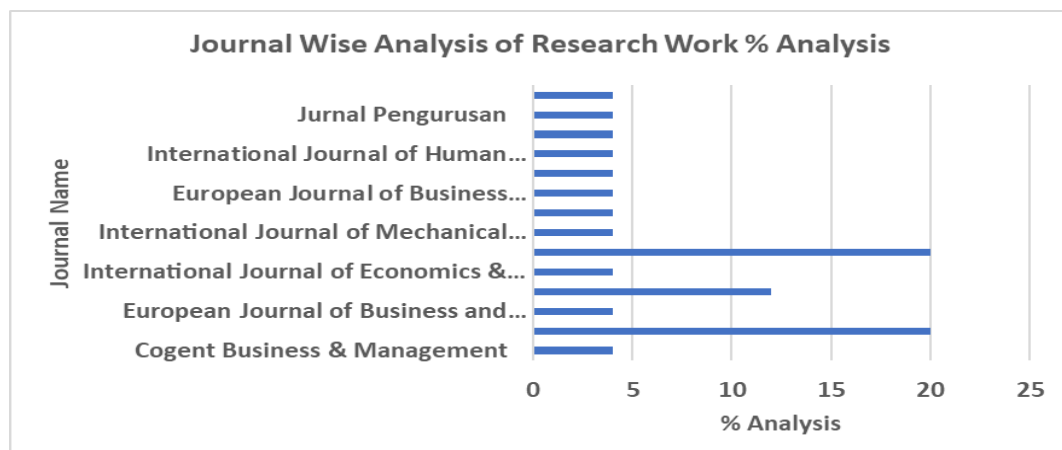
Maximum studies are conducted in India 34% and the UK 12%. However, if we consider the population and industry volume of India, there is ample of opportunity to conduct research on Employee Engagement and Employee Value Proposition

Chart: 3

On conducting an industry-wise analysis, it was observed that among 15 Industries that were a part of the research, 60% studies were conducted FMCG, Banking, IT & Service Sector. Manufacturing and Health Care have huge scope so as retail industry for the future study purpose.

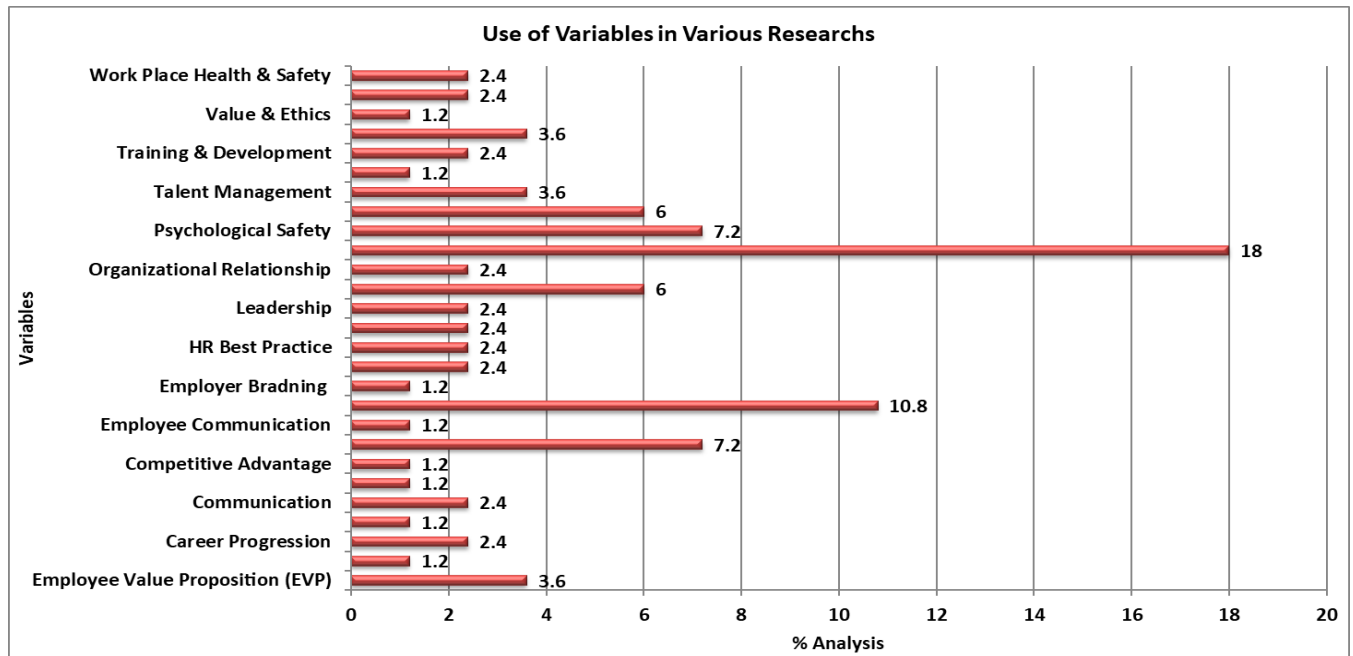
Chart: 4

Around 70% studies were conducted in the years 2020, 2019 & 2013. It can be clearly seen that in recent years, the analysis on EVP and EE has increased considerably, thus signifying the importance of the topic.

Chart: 5

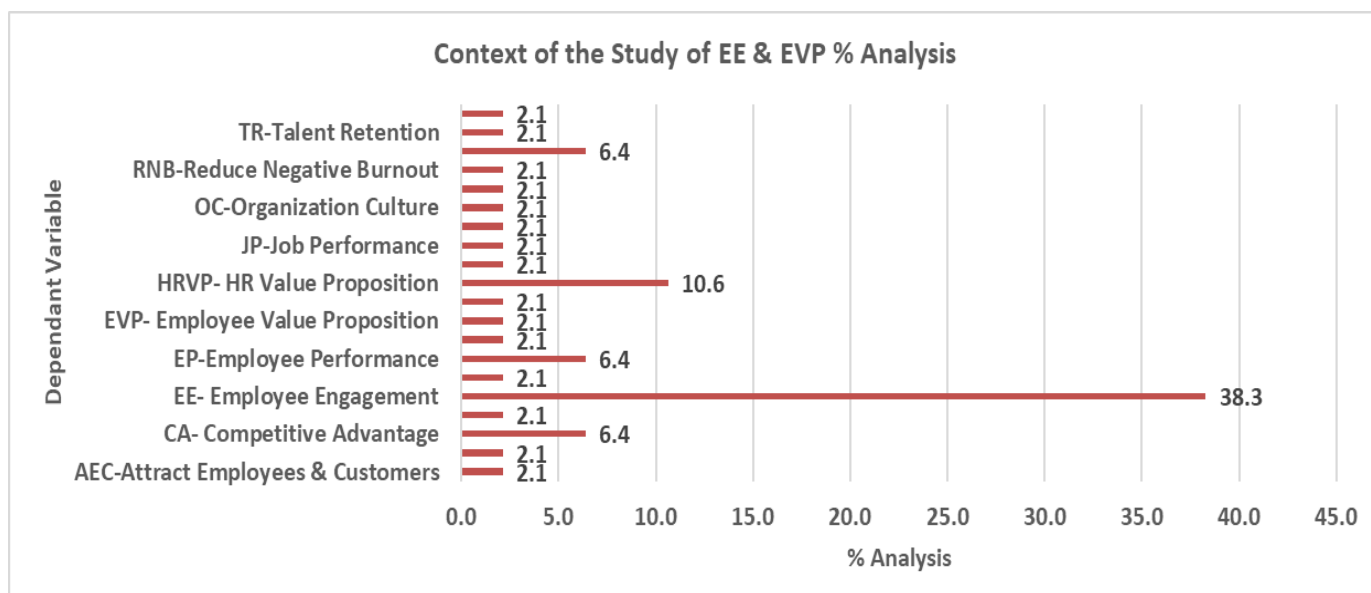
On reviewing various journals, it was found that almost 46% of research papers were published in the International Journal of Management (IJM), International Journal of Human Resource Management and the International Journal of Mechanical Engineering and Technology.

Chart: 6

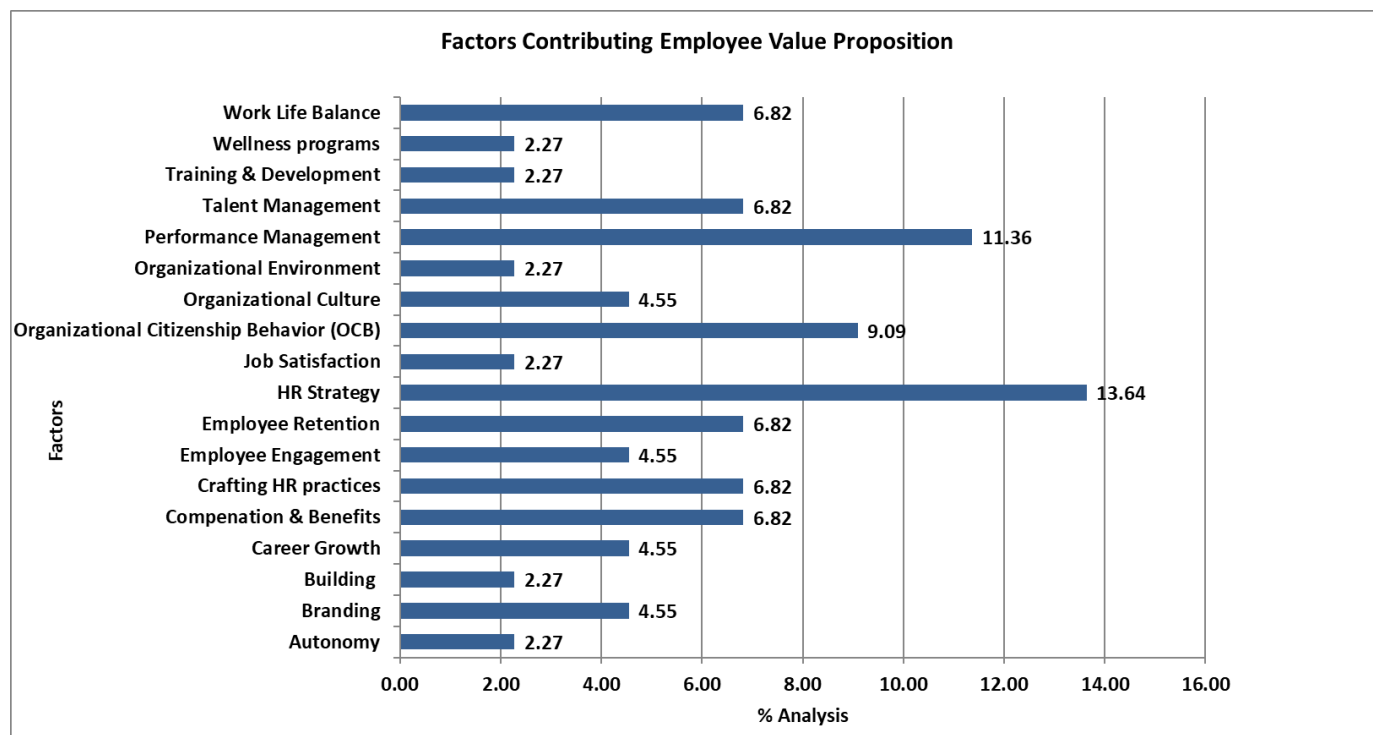


Analysis: 83 Variables grouped under 27 Broad Heads. Employee Commitment, Employee Engagement, Organization Culture, Performance management, Psychological Safety, Self Esteem, Talent Management and Trust & Fairness are key variables.

Chart: 7



Analysis: 51% Study focuses on Employee Engagement and Employee Value Proposition by various researchers.

Chart: 8

Analysis: Among all the Factors Performance Management System, HR Strategy, Employee Retention & Communication are lead factors of Employee Engagement and Employee Value Proposition.

Key Findings

From the literature review, it was found that there are multiple scales used for measuring employee engagement level. Employee and Organization performance can be enhanced by EVP and Employee Engagement. Leadership, Employee Relation and Communication Plays an important role for enhancing Engagement level. Strategic HR and HR Best practices are key drivers of Engagement. Employee & Organizational Branding major pillars of EVP. T&D, Career Development, Retention Strategy, Talent Management, Performance Management, Reward & Recognition leads Job Satisfaction and improves Commitment level of Employees towards Organization. Policies, Welfare Measures, Work Life Balance Initiatives and Organization Culture are important pillars to strengthen EVP. However, role of Job Security, Psychological Safety, Organizational Values are essential for boosting employee morale. EVP & EE both enhances Organizational Productivity and Emp. Retention.

Research Gap

- It was observed that most of researcher conducted Quantitative Researches on EE & EVP, there is a huge scope for Qualitative research on above topic.
- Manufacturing and Service Sector have lot of potential and the studies must focus on these areas.
- There is no such study conducted where Employee Engagement is Dependent and EVP is Independent Variable. But many studies established direct and indirect correlation between the drivers.

- Since India is hub of Manufacturing and Service Sector future studies can be conducted considering all the factors into account.
- EVP can be used as powerful tool for enhancing Employee Engagement thereby the Organizational Performance & Productivity will enhance.

Managerial Implication and Contribution

This study talks about certain proactive and corrective steps that organization can adopt for Enhancing EE & EVP and as a result the performance and productivity of the organization improves. Organizations shall focus on presenting a great environment for employees to work and promote programmes that would enhance peer relationships. Certain measures can be taken to improve the career development of employees.

Industry should consider the importance of transformational leadership dimensions such as idealized influence, inspirational motivation, intellectual stimulation and individualized consideration for engaging the employees. Attention to OCV and EE are crucial to achieving strong and long-lasting performance. Industries should strengthen drivers of EE & EVP viz. Growth Opportunities, Working Environment, Job Characteristics, Awards and Rewards etc. on regular basis

Conclusion

Employees enjoy considerable attention in terms of workplace environment, healthy collegiality, workplace wellbeing and the methods taken by the organization to enhance employee engagement. Healthy relationships between staff at all levels contribute to the increase engagement, which in turn affects the economic result. Employee Value Proposition is a fruitful methodology towards Employer branding, employment branding, attracting and retaining the most ideal human talent. The employer branding process begins with value proposition and proceeds with promoting of the value proposition in both internal and external markets. Both EE & EVP has significant impact on Employee Performance and there is significant links between drivers of EE & EVP.

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Biography

Murali Manohar Sahoo is a doctoral candidate in the Amity Business School, Amity University, Raipur, Chhattisgarh India and a Seasoned Human Resource Specialist for one of the Largest Alloys Steel Plant of India Jayaswal Neco Industries Limited. Having 15 Years of Expertise in the field of Human Resource Management, Industrial Relation, Administration, Sales & Marketing, Operation, Store & Purchase Management, Budgeting & Financial Management, IT Function, Civil & Other Maintenance Works in Mining, Manufacturing: Cement Plant, Power Plant & Integrated Steel Plant & Service Sector (Health Care). He has developed himself as a Motivational Trainer, Career Coach and Entrepreneur. He is a visiting faculty to many Management & Engineering Institutes and playing a major role in Skill Development Drives of Govt. of India.