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Drivers of employee engagement impacting employee performance

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Abstract
Employee engagement is integral to driving successful organizations. Employee engagement is a vast construct that touches almost all parts of human resource management and other disciplines as well. 'Employee engagement is the emotional commitment the employee has to the organization and its goals'. 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. Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. This paper focuses on understanding employee engagement and how employee engagement affects performance. Additionally, it attempts to investigate into factors that affect employee engagement. For this purpose and in depth analysis of the available literature was undertaken. Suggestions for future research have also been given.

Keywords: Employee engagement, organisational citizenship, empowerment, work-life balance

Introduction

The concept of employee engagement has naturally evolved from past research on high involvement, empowerment, job inspiration, organisational commitment and trust. Clearly, all organisations need their employees to be engaged with their work. Supervisors unequivocally concur that this century demands more efficiency and productiveness than any other times ever. Organizations are endeavouring to build their performance. As technologies continue to evolve, it poses a threat for managers because organizations require an increasingly number of workers with increased technical and professional abilities. These knowledge workers cannot be managed with old styles of management. These workers expect work fulfilment, operational autonomy and status from the management. It is a result of these factors that the supervisors are shifting their attention towards employee side of the organisation. It was at this time that concepts like employee commitment, organisational citizenship behaviour began to show up on the ground that effectiveness and efficiency lie in the employees' ability and commitment.

Employers have begun to realise that by concentrating on representative commitment, they can make progressively proficient and gainful workforce. Any activities of progress which are taken by the management cannot prove to be productive without persistent involvement and commitment of workers. Employee engagement is a relatively newer concept that has been adopted by human resource professionals within the past decade as global competition skyrocketed, the idea of lifetime employment blurred into oblivion, and organizations looked to more directly align employee performance with business goals. Engagement refers to employees commitment and connection to work which can be measured by the amount of extra effort the employees are willing to expend on behalf of their employer. Highly engaged employees go above and beyond the responsibilities outlined in their job descriptions, advancing and breaking new ground to push their organisations ahead, and ready to go the additional mile for their manager unless they are fundamentally happy in their job. Engaged employees are satisfied and have a sense of attachment to their work and employer. They put forward the absolute best in the association to their loved ones and work towards its success and prosperity. Recent studies by the Gallup Organization have determined that about 20% of U.S. employees are disengaged, 54% are neutral about their work, and 26% are actively engaged (Fleming, Coffman, & Harter, 2005) [24].

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A lack of work engagement is not limited to employees in the United States—it is a worldwide problem. For example, (Corporate Leadership Council, 2004) [18] conducted a study of the engagement levels of more than 50,000 employees at 59 global organizations. This study found that about 10% of employees globally were fully disengaged and not committed to their organizations' goals. The (Towers Perrin, 2006) [59] survey used data collected from more than 85,000 employees from 16 countries. This study found that overall, 24% of employees worldwide were disengaged, 62% of employees were moderately engaged, and only 14% of employees were considered to be highly engaged (Towers Perrin, 2006) [57-58]. For South Asian countries like Afghanistan, Bangladesh, India, Nepal, Pakistan, and Sri Lanka (Gallup, 2013) [25] have viewed employee engagement as robust predictor of vital job creation. Studies have shown that employee engagement is strongly linked to a variety of business success dynamics such as employee performance/efficiency, productivity, safety, attendance, customer service and satisfaction, customer loyalty, retention and profitability (Siddhanta, Roy, Manager, & Row, 2010) [68].

Employee engagement initiative has a direct impact on the organization's productivity and adding to that employee engagement is directly influenced by growth of the value addition experienced by employees and employee view of the organization. Organisations strongly believe that employee engagement is a tool for gaining competitive advantage however, research on employee engagement has shown that there are more disengaged than engaged employees in organisations. The present research paper attempts to define employee engagement, to understand the relationship between employee engagement and performance and lastly, to study the factors that affect employee engagement.

Defining Employee Engagement
As a concept that has developed over time, engagement has been defined in numerous, often inconsistent, ways in the literature, so much so that the term has become ambiguous to many and it is rare to find two people defining it in same way (Macey & Schneider, 2008a) [44]. Much of the academic research on engagement has been inspired by the definition proposed by (Kahn, 1990) [36] who invariably conceived it as a psychological or affective state. (Kahn, 1990) [36] Defined engagement in terms of a psychological state as "the harnessing of organisation members′ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". According to the study, engagement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience. (Gallup, 2006) [26] Organization defines employee engagement as "the involvement with and enthusiasm for work." Gallup as cited by (Dernovsek, 2008) [21] defines employee engagement to a "positive employees' emotional attachment and employees' commitment." (Robinson, Perryman, & Hayday, 2004) [63] Define employee engagement as "a positive attitude held by the employee towards the organization and its value." An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-

way relationship between employer and employee. (Mone, E.M., and London, 2010) [52] Defined employee engagement is "a condition of employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behaviour". Recent researches also indicate that Employee commitment and OCB are important parts and predictors of employee engagement in that commitment is conceptualized as positive attachment and willingness to exert energy for success of the organization. Thorough study of the various definitions sums up employee engagement as the level of commitment and involvement an employee has towards their organization and its values. Therefore, we can say that employee engagement is a barometer that defines the relationship between an organisation and its employees.

Employee Engagement and Performance
In this part, we will see how employee engagement impacts organizational performance in the light of various research works done. Studies have found positive relationship between employee engagement and organizational performance outcomes: employee retention, productivity, profitability, customer loyalty and safety. Researches also indicate that the more engaged employees are, the more likely their employer is to exceed the industry average in its revenue growth. Employee engagement is found to be higher in double-digit growth companies. Research also indicates that engagement is positively related to customer satisfaction (Coffman, 2005) [16]; (Ellis C. M., 2007) [22]; (Tower Perrin, 2003) [57-58]; (Hewitt Associates, 2004) [4]; (Heintzman & Marson, 2005) [31]; (Coffman & Gonzalez-Molina, 2002) [17].

Employees who are engaged with their job and employer are more productive because they are motivated beyond personal factors. They are more focused and more motivated than their disengaged counterparts. This means they work more efficiently and with the success of the organization in mind. In fact, it has been found that employees that are highly engaged are twice as likely to be top performers. Engaged employees exhibit a wide range of productive behaviours that enhance synergetic team efforts toward organizational goals (Bakker & Demerouti, 2008) [9, 8]; (Llorens, Susana, & Arnold B., Schaufeli, Wilmar, Salanova, 2006) [42]. These synergetic efforts lead to enhanced employee performances ((Bakker & Schaufeli, 2008) [9, 8]; (Bakker & Demerouti, 2008) [9, 10]. The reason behind these efforts and performance is the ability of engaged employees to transfer their feelings throughout the organization (Bakker & Demerouti, 2008) [9, 10]; (Mullen & Copper, 1994) [53]; Bakker, 2009) [7].

In 2009, (Harter JK, Schmidt FL, 2002) conducted a meta-analysis encompassing 199 research studies across 152 organisations in 44 industries and 26 countries. They statistically calculated the available data on business/work unit level relationship between employee engagement and performance outcomes within in each study. The studies covered 32,394 business/work units and 955,905 employees. The results of the study indicated significant differences between business units ranking in the top and bottom 25% on engagement. A drop of 18% was found in productivity between the top and bottom performers.

Research (Demerouti & Cropanzano, 2010) [20]; Fleming, J.H. and Asplund, 2007) [23]; (Richman, Civian, Shannon, Hillb, & Brennan, 2008) [62]: Macey & Schneider, 2008b) [45]; (Holbeche, L. and Springett, 2003) [32]; (Bakker,

Albrecht, & Leiter, 2011) [8] also suggests that the presence of high levels of employee engagement enhances job performance, task performance, and organisational citizenship behaviour, productivity, discretionary effort, affective commitment, continuance commitment, levels of psychological climate, and customer service. As the impact of employee engagement on employee performance was already shown in these earlier studies, this study intended to study the strength of impact employee engagement has on employee performance. (Demerouti & Cropanzano, 2010) [20] Argue that engagement can lead to enhanced performance as a result of various factors. These findings are supported by a growing number of studies arriving at a positive relationship between engagement and individual performance (Halbesleben, 2010) [29]; Mone, E.M., and London, 2010) [52].

(Meere, 2005) [48] based on the survey conducted by ISR on 360000 employees from 41 companies in the world's 10 economically strong countries finds that both operating margin and net profit margins reduced over a three year period in companies with low engagement, while these measures increased over the specified period in companies with high levels of engagement. (Mone, E.M., and London, 2010) [52] Suggest that upon improving performance management, organisations can create and sustain high levels of employee engagement, and thereby higher levels of performance.

Employee Engagement and Retention
Simply stated, engaged employees are less likely to leave their job. If an employee has no emotional Commitment to their job, there is a greater chance that they will leave to pursue a job that offers, for example, higher remuneration or more flexible work conditions. Engagement lowers employees' intention to leave. The (Corporate Leadership Council, 2004) [18] found that the most engaged employees are 87% less likely to leave their organization. The same study found that the 100 best places to work had an average voluntary turnover rate of 13% as compared with the average of 28.5% of other businesses in the same industries. Similarly, over half of disengaged employees would consider leaving their current job for another opportunity, while only 25% of highly engaged employees would consider leaving. Considering that replacing an employee can cost one and a half times their salary, retention has a significant impact on an organization's bottom line. Not only can the costs of replacing employees be a drain on resources, but once new employees are in place they can take several years to generate the same revenue.

(Levinson, 2007) [41] Also suggests that employees who are happy in their work are more likely to stay in the organisation, and (Demerouti, 2001) [19] cited in (Sonnentag, 2003) [70] found that work engagement is indeed positively related to organisational commitment. (White, 2008) [76] Reports that 85 percent of engaged employees plan on sticking around as compared to 27 percent of disengaged employees. In addition, 41 percent of engaged employees said that they would stay if the organisation is struggling to survive.

Meta analysis of literature
In total 27 research papers were analyzed. A summary of the literature appears in the following Table shows the literature summary in chronological order.

Table 1: Show Authors, Objective/Purpose, Data Collection, Factors/Variable Studied and Results

Authors	Objective/Purpose	Data Collection	Factors/Variable Studied	Results
Suharti & Suliyanto, (2012) [72]	The objective of the study was to find out whether organizational culture and leadership style are included as factors which affect employee engagement.	Research data was gained from 102 respondents by means of structured questionnaire	Organisational culture. Leadership Style	The results suggest that organisational culture and leadership style affect employee engagement which in turn leads to positive work attitudes and employee loyalty.
Andrew & Sofian, (2012) [3]	The main aim is to ascertain the uncertainty about the influence of individual factors of employee engagement on work outcomes using the measures of employee engagement.	The participants of this study were 104 HR officers at the Inland Revenue Board of Malaysia.	**Employee Communication:** Employee **Development:** Organization **Commitment:** Peer Support	The findings of this study supported social exchange theory (SET) can be used as a theoretical framework in understanding the construct of employee engagement and retention.
Mohan., (2013) [51]	To study the factors that influence work engagement among women employees of Kerala state government in Trivandrum district	30 women employees were selected from 10 different government departments. Convenience Sampling was used.	▪ Ethical Leadership ▪ Psychological Contract ▪ Organisational Citizenship ▪ Help from friends ▪ Communication	The study recommended Communication, Compensation, Job security, Overall Work culture as key drivers for employee engagement.
Azanza, Moriano, & Melero, (2013) [5]	The purpose of the present study was to examine longitudinal relationships between work engagement and mental-health problems, job satisfaction and extra role performance	This study was conducted among 157 school teachers, and the time lag was of five months on average.	▪ Work engagement ▪ Mental-health problems ▪ Job satisfaction ▪ Work engagement ▪ Job satisfaction	The findings indicated that the relationships among work engagement, well-being and contextual performance are best explained when both causal and reversed causal relationships are taken into account
Rothmann & Welsh, (2013) [65]	The purpose of this study was to investigate the antecedents of employee engagement in the context of a developing country.	A sample of 309 respondents were chosen for this study.	▪ Work role fit ▪ Communication ▪ Availability of Resources ▪ Job Enrichment	The findings show that work-role fit and job enrichment showed the strongest effect employee engagement, while rewards, co-worker relations, resources, supervisor relations and organisational support showed moderately affect employee engagement
Breevaart, Bakker, & Demerouti, (2014) [13]	To examining how self-management is related to employees' work engagement on a daily basis activities	162 maternity nurses were approached to participate in the study.	▪ Working conditions, ▪ Work-role fit, ▪ Career advancement, ▪ Job Satisfaction	Finding of various studies show that employee engagement is positively related job performance, incentives/ improved salaries, weekly meetings,

			- Job performance - Salary Structure	employee core self-evaluations, employee psychological climate organizational commitment.
Bedarkar & Pandita, (2014) [11]	The study explores the concept of employee engagement and also throws light on key drivers of employee engagement	A model has been conceptualized based on these findings & Literature for this study was predominantly sourced from internet searches and use of management journal databases.	- Communication **Work life balance** - Leadership	The study showed that employees are the key assets to any organization and if they are not given the right space and time to make a perfect blend of work and fun at workplace then the sense of disengagement sets in the employees
Azanza *et al.*, (2013) [5]	The main objective of this paper is to understand the influence of talent management practices on employee engagement	The Sample size was 495 employees of GLCs. Systematic Sampling technique was used.	- Employees psychological connection - Development Opportunities - Extensive work training - Comprehensive career - Planning	Study concluded that by providing an employee with a development plan which includes structuring competencies and skills which an employee can develop would lead to increased work engagement
Łaba & Venter (2010) [40]	The aim of the study was to investigate the relationships amongst psychological meaningfulness, work engagement and organizational commitment.	The sample of 415 consisted of working employees from various companies.	- Psychological meaningfulness - Work engagement and - Organizational Commitment	Result of the study confirmed a positive relationship between psychological meaningfulness work engagement and organizational commitment
Alshammari,H. (2015) [2]	To current study aims understand the scope and importance of employee engagement in various organizations and to determine the factors enhancing employee engagement level	The study reviews the literatures of various past relevant research studies & conceptual points as well.	- Co-worker **Relationship** - Rewards & Recognition - Working conditions **Work-role fit** - Career Advancement - Job Satisfaction	The result concluded that Employee Training & Development, Supervisor's support, Team & Co-worker Relationships, Rewards & Recognition, Working conditions, and Work role fit
Rashid & Harif, (2015) [61]	To explore the vital factors of employee engagement and their outcomes at organizational and individual levels	Technique will constitute the methodology of this research for primary data collection. Snowball sampling technique was used.	Profitability Productivity Business Growth Absenteeism	By identifying the critical factors of organizational-level outcomes, it will help the top management of SMEs and the policymakers to optimize employee engagement and to propose well-designed support programs and strategies for performance improvement in SMEs.
Imna & Hassan, (2015) [34]	To examine the effect of reward and compensation on employee retention and engagement.	The study used a survey Questionnaires containing 30 items with Likert Scale	- HR Practices, - Career &Development - Training and development - Performance Appraisal - Reward & compensation, - Health and Safety,	The result of the paper showed that there is a positive and significant influence of career development on employee retention even though career development is not often practised among the organizations.
Haider, Rasli, Akhtar, Bin, & Yusoff, (2015) [28]	This study and examines the human resource (HR) practices that promote employee retention and engagement.	The sample size of this study was 250.	- Training and - development - Compensation - Organization Culture - Retention	Research showed that the employees feel that effective HR practices have a direct and positive relationship with Employee retention
(Gupta, Ganguli, & Ponnam, 2015) [27]	The objective of this study is to explore factors that affect employee engagement in financial offshore organizations in India.	60 individuals were interviewed using an interview schedule.	- Implicit Benefits - Organisational culture - Organisational policies	The key findings suggested that improvement in the knowledge and skills, the level of fairness, flexibility in working, the attitude of the colleagues and dirty politics.
Cheallaigh, (2015) [15]	To determine the key drivers of employee engagement.	Participants were selected at random from different departments.	- Work Environment - Training & Development - Compensation & benefit - Work – Life Balance	The research concludes that there is positive and significant correlation among Impact of organizational culture on employees commitment, job satisfaction and employees retention.
Chandani, Mehta, Mall, & Khokhar, (2016) [14]	The objective of this article is to clarify what is meant by employee engagement and to identify factors that are critical to its effective implementation	Conceptual Study	- Career Development - Leadership - Clarity of Company Values, Policies and Practices - Respectful Treatment of Employees	The study identified the various factors which are responsible for Employee retention like: Individual and job characteristics, gender diversity; ethnic diversity strong induction programs
Hong, Hao, Kumar, Ramendran, & Kadiresan, (2016) [33]	The main objective of this study is to see the effectiveness of existing training programs, employee empowerment, job appraisal and compensation in retaining & engaging the employee.	Quantitative data was collected using the non-probability distributed to 278 dividuals	-Employee empowerment - Training & development, - Employee compensation - Performance - Appraisal	The result showed that, there is highly significant relationship between the factors of training, compensation and appraisal on University of Z lecturer's retention & engagement.
(Singh, 2016) [69]	The purpose of is to find out key drivers of employee engagement and how to increase the engaged employees.	Secondary Data was used.	- Compensation & Pay - Career opportunities - Quality of Leadership - Communication - Work- life balance	The results show that employee engagement depends on four major conditions in the workplace: Organization's culture, continuous reinforcement of people focused

				policies, meaningful matrices and organizational performance.
Bailey, Madden, Alfes, & Fletcher, (2017) [6]	The primary purpose of this paper was to identify antecedents associated with engagement.	Literature review of 214 studies was conducted	▪ Job Design ▪ Leadership ▪ Organisational and team factors ▪ Organisational Interventions	Engagement was found to be positively associated with individual morale, task performance, extra-role performance and organizational performance, and the evidence was most robust in relation to task performance.
Pandita & Ray, (2018) [54]	The purpose of this paper is to enhance the readers' understanding of how talent management culminates in employee engagement	Conceptual study, secondary research	▪ Organisational Commitment ▪ Continuous learning ▪ Feedback ▪ Coaching & Mentoring	The empirical review showed that in order for organizations to do a better work in retaining employees they should understand the factors that motivate employees.
(Sridevi, Kulenur, & Shetty, 2019) [71]	The objective of the project was to study the factors affecting Employee Engagement in HDFC Bank.	The data was collected from 82 employees of the organization through the Survey Questionnaire method	▪ Work Environment ▪ Image of the Organisation ▪ incentives and pay, ▪ Supervisor and co-worker relationship ▪ Training and development ▪ decision-making and policies	There is a positive relationship between the work environment, image of the organisation, supervisor and co-worker relationship, training and development on employee engagement.
Mercy & Choudhary, (2019) [50]	The primary objective and purpose of this study is to examine various organizational factors/drivers impacting Employee Engagement.	The sample comprised of 385 academicians. Non- Purposive sampling was used. Questionnaire method was used to collect data.	▪ Organisational Supportiveness ▪ Procedural Justice ▪ Perceived Trust ▪ Job Characteristics ▪ Role Efficacy ▪ Rewards and Recognition ▪ Empowerment	The findings suggest that employing high work such as supportive and empowered environment affects employee engagement.
Rozana Binti Othman, Rahiyma Binti Mohd Rapi, Jahya, & Loon, (2019) [66]	To study the factors that may affect employee engagement among employees in the construction industry.	150 employees were selected on the basis of convenience sampling.	▪ Organisational Culture ▪ Leadership ▪ Compensation	The results show that organizational culture was found to be most influential factor towards employee engagement.
Mochamad Soelton (2020)	The study aims to examine and analyze the influence of Psychological Meaningfulness, job insecurity, Employee Empowerment, Commitment Organizational on Work Engagement in Social Welfare Institution at Gayo Lues	Questionnaires were distributed to 50 employees in the Social Welfare Institution at Gayo Lues using the quantitative descriptive approach	▪ Psychological meaningfulness ▪ Employee empowerment ▪ Organizational commitment	All three factors have a significantly positive effect on employee engagement.
Abdul Aziez (2022)	To study the effect of employee engagement on employee performance with job satisfaction and compensation as the mediating role	Extensive Literature Review was used as a method of research.	▪ Job satisfaction ▪ Compensation	Employee engagement can be increased by using the process of satisfying employees and providing compensation.
Saumya Shirina, Richa Sharma, Richa N. Agarwal & Ameet Sao (2022) [67]	The present study was aimed to evaluate the factors that affect employee engagement in Higher Education institutions.	Pilot survey was done on 25 people with the help of a structured questionnaire. A total of 280r responses were received.	▪ Job Satisfaction ▪ Leadership ▪ Work Life Balance ▪ Career development ▪ Work Environment ▪ Job Characteristics	Job satisfaction, Work environment, and Leadership had shown a significant impact on employee engagement
A Ajitha, Dr. P. Ramya (2023) [1]	The study investigates factors that cause insurance employees to be passionate about their jobs	Quantitative investigation used the survey questionnaire to obtain data from 50 employees	▪ Work Experience ▪ Organization's Reputation ▪ Working Relationships with Supervisors and Co-workers ▪ Training and Development ▪ Decision Making	There is a positive relationship between the work environment, the organization's reputation, working relationships with supervisors and co-workers, training and development on employee engagement, Decision-making has no influence.

Discussion of Key Findings

A 'one size fits all' approach to enabling engagement is ineffective, because levels of engagement and its drivers vary according to the organisation, employee group, the individual and the job itself (Markwick & Robertson-Smith, 2009) [47]. (Markwick & Robertson-Smith, 2009) [47] suggests that it is very clear that "an organisation, personal characteristics, job characteristics and employee experiences all influence engagement levels." This assumption is clearly supported by the numerous drivers, spanning these themes, presented in the practitioner and academic literature to date. Overall, however, review of the available literature most frequently highlights seven key drivers of employee engagement, namely;

Development Opportunities

The significance of development opportunities in empowering employee engagement is a view maintained by various organisations. (Levinson, 2007) [41] That organisational cultures where there is a belief in and practice of employee development enables employees to engage in the organisation. Moreover, research by (Roffey Park Institute, 2008) [64] suggests that development opportunities are one of various key drivers of employee engagement, teamed with good management and leadership. Managers have a critical task to play in promoting clear, shared vision and values, effective communication and recognition. Organisations with profoundly engaged employees provide various opportunities to learn skills, develop abilities, gain

knowledge and reach their best potential.

Pay, Reward and Working Hours
(Melcrum, 2007) [49] Also cites the significance of compensation, benefits and formal recognition in enabling employee engagement. In 2008, a survey by CHA asked one thousand employees what single action their employer could take immediately to help improve engagement during the economic downturn (CHA, 2008 cited (Peacock, 2008) [56]. First and foremost, a pay rise including bonus or incentives was requested, followed by company-organized social events, praise, encouragement, flexible working and reassurance about job security. Career development is a worldwide factor in employee engagement. Additionally, adequate level of employee development by means of training, skills and learning can eventually lead to making employees more engaged towards their job and the organisation. Parallel to CHA's findings on the importance of flexible working, (Lockwood, 2007) [43] also suggests that work-life balance is an indispensable lever for engagement, and that this has an impact upon staff retention. Furthermore, (Watson Wyatt, 2007) [73] found that having clear expectations and delivering promised rewards is key to engaging the workforce.

A Safe Environment
Feeling able to express and employ oneself without fear of negative consequences to self-image, status or career is another key determinant of engagement according to (Kahn, 1990) [36]. People personally engage in situations perceived as safe, trustworthy, predictable and clear in terms of Behavioural consequences (Kahn, 1990) [36]. Safety is largely promoted by the quality of relationships with colleagues and managers, which need to be open, trusting and supportive (Kahn, 1990) [36].

Manager's Influence
Both the academic and the practitioner literature, as shown earlier in the review, highlight the significant influence that management can have on engagement levels from the moment people are recruited into the organisation (Markwick & Robertson-Smith, 2009) [47]. Throughout an individual's employment in the organisation, it is the quality of the relationship between a manager and employee that can be a crucial driver of engagement and satisfaction with the organisation. The assertion that the supervisor is of key importance to employee engagement is backed up by a number of sources. A study by Kenexa Research Institute found that managers are critical to engagement, with effective managers having more engaged staff than ineffective ((Kenexa, 2008) [37] cited in (WFC, 2008) [75]. An individual level meta-analysis by (Judge, Thoresen, Bono, & Patton, 2001) [35] also found that individual performance was closely tied to satisfaction with one's supervisor.

Leadership and Employee Engagement
(Xu & Cooper-Thomas, 2011) [78] State that leadership is a key antecedent of engagement. Leadership research shows that certain leadership behaviours have clear association with engagement constructs such as motivation, job satisfaction, organizational commitment, proactive behaviours and organizational citizenship behaviour. Trust in leader, support from the leader, and creating a blame-free environment are considered as components of psychological safety, a condition proposed by Kahn, which leads to employee engagement (Xu & Cooper-Thomas, 2011) [78].

Communication and Employee Engagement
Communication plays an important role in ensuring employee engagement (Pugh & Dietz, 2008) [60]; (Wiley JW, Kowske BJ and Herman 2010) [77]; (Kahn, 1990) [36]; (MacLeod D and Clarke, 2009) [46]. Emphasize employees require clear communication from superiors to relate their role with leadership vision. Further, they have identified poor communication as a barrier to engagement. Engagement is affected by internal communication. Internal communication is an organizational practice, which effectively conveys the organizational values to all employees and in return obtains their support in reaching organizational goals. Thus, internal communication is considered important for promoting employee engagement (Bindl UK and Parker, 2010) [12]; (Papalexandris N and Galanaki, 2009) [55]; (Bakker, *et al*., 2011) [8], as cited in (Welch, 2009) [74].

Meaningful and Purposeful Work
A perception that the work undertaken is important, and has a clear purpose and meaning, is an important precursor for engagement. Employees need to feel proud of the work they and their organisation do, and they need to feel as though they are making a difference (Bakker *et al*., 2011) [8]. Having a line of sight between individual and organisational performance, and an organisation that shows how significant people's jobs are to authoritative achievement, might be significant in empowering this.

Empowerment
Employees feel that they should be able to express their views for decisions that might affect their functions. The leadership of highly engaged workplaces makes a challenging and trusting environment, wherein employees are urged to disagree with prevailing orthodox practises, to innovate and help the organization grow. The ability of employees to give their views to the senior management also impacts engagement (Chandani & Mehta 2016) [14].

Conclusions
Employee engagement drives performance by improving retention, customer loyalty, productivity, safety, and ultimately, profitability. Engaged employees care about their organization and work to contribute towards its success. After analyzing various research papers a definition of engaged and retained employee came out that employee engagement is the employee's dedication and loyalty towards the organization. It is the time and effort an employee is ready to expend and find ways to add value to the organisation. The studies concerned with employee engagement revels that factors like level of employee engagement in highly correlated the nature of the job, communication ease, leadership styles, and trust level and job autonomy, level of motivation, work involvement, support from organization, performance appraisal, quality of work life, level of involvement in decision making, opportunity to grow are the strongest drivers of employee's engagement dedication. The challenge today is not just retaining talented people, but fully engaging them, capturing their minds and hearts at each stage of their work lives. It is important for HR professionals to apply a mix and match of

employee retention & engagement strategies to engage and retain talented workforce for a longer period of time.

There is a clear gap in the literature at the moment, which is the dearth of qualitative data. With few exceptions (Kahn, 1990) [36] research to date on employee engagement has utilised a survey methodology, with the intention of aggregating the individual scores into overall trends. Qualitative data would offer a greater insight into the perspective of those experiencing engagement and a better understanding of its constituent parts. There is also a need for longitudinal studies of engagement, to demonstrate a clear link between engagement and organisational performance, and also to assess long-term outcomes and benefits. Much of the research to date has focused upon short-term gains.

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