

**ANTECEDENTS OF EMPLOYEE ENGAGEMENT: AN EXAMINATION OF
THE BANKING SECTOR OF NIGERIA**

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Abbreviations

SHRM-Strategic human resource management

OCB-organization citizenship behaviour

CIPD-chartered institute of personnel development

HRM-Human resource management

HRD-Human resource development

IES-institute of employment studies

POS-perceived organization support

PSS-perceived supervisory support

EPPS-Edward personal preference schedule

TCA-Thematic content analysis

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Dedication

This research work is dedicated to the loving memory of my late parent Chief Philip and Mrs Caroline Egwuonwu as well as my immediate family members.

Abstract

The meaning of employee engagement is ambiguous among both academic researchers and practitioners. The term has been used differently; either a psychological state or a state of mind. This research aims to study employee engagement antecedents within the Nigerian banking industry with a unique contribution of identifying evolutionary waves in the development of the concept. Drawing on relevant literature, some basic employee engagement antecedents were selected and analysed using a correlational coefficient as well as thematic content analysis process. While much has been written on the topic, little is known about the engagement of administrative workers in most of the developing countries especially in the banking industry of Nigeria. This research fills this gap. Though a lot of research on the antecedents of employee engagement has been carried out with different findings, there is considerable confusion about the meaning of employee engagement.

The thesis objectives include: (i) To study selected antecedents of the employee engagement concept within the Nigeria banking sector, (ii) To study and analyse the overlaps between employee engagement and other work attitude concepts (Job satisfaction, motivation, employee involvement, employee commitment and organisation citizenship behaviour with a view to provide more clarity on the overlaps between the concepts.

The study was conducted using a mixed methods sequential design involving quantitative (questionnaires) and qualitative (interview exercise) collection of data. 800 employees were selected as the sample population for the study.

Empirical findings show a positive correlation between employee engagement and other work attitude concepts (Job satisfaction, motivation, employee involvement, employee commitment and organisation citizen behaviour) and define employee engagement as a cultural, multi-faceted concept, that is, a combination of different constructs put together to form a concept. Additionally, this study uncovered few other employee engagement antecedents such as target setting, employee union, economic situations ,job security within the Nigeria banking sector, however, further investigation is recommended to clarify these results and explore the possibility of other variable influences. Finally, the knowledge gained from this thesis will be used by students who are interested in the topic of employee engagement, as well as in human resource management reviews, to address issues regarding the employee engagement.

Keyword: Employee engagement, Commitment, Motivation, organization citizenship behaviour, Job satisfaction, employee involvement.

Chapter One

1.0 Introduction

The concept of employee engagement has gained acceptance over the past twenty-five years, although there is still considerable confusion on the actual meaning of employee engagement. Researches on the positive consequences of employee engagement have led to an increase on the interest shown by different establishments as well as enhance development of the culture of engagement at work as a preference for organisation. The main aim of this research is to study the antecedents of employee engagement in selected banks in Nigeria with a view to conceptualizing the concept. The research further aims to look into employee engagement and its relationships with other organisational behavioural concepts (organisational commitment, job satisfaction, employee motivation, job involvement and organisational citizen behaviour).

1.1 Research background

Organizations are continuously looking for ways to advance employee performance. One such way is to understand employee thinking and behaviour, and to outline possible ways of getting employees more engaged in their jobs (Robertson et al., 2009). Work attitudes within organisations have changed in recent years. This is a result of globalisation, rivalry and technologically revolutionised commerce on present day businesses. Considerable changes in the international market have accelerated the need for organisations to find more innovative ways to address new technological, demographic and marketplace realities. As a result, companies and organisations want employees that are optimistic, concerned, inspired and, most importantly, dedicated to put in extra effort and priceless contribution in every possible way (Vance, 2006). Thus, employee engagement is increasingly becoming one of the most researched concepts in management literature (Chartered Institute of Personnel Development [CIPD], 2012).

Over the past decade, employee engagement research has shown that the concept is critical for organisational competitiveness and achievement of set goals (Dicke et al., 2007, Truss et al., 2014). This does not imply that the concept is devoid of criticism. Researchers, such as Kahn (1990) and Schaufeli et al. (2001) gave precise definitions and measurements for employee engagement; however, the concept remains inconsistently defined and conceptualised (Ludwig & Frazier, 2012; Van Rooy et al., 2011; Kular et al., 2008). In addition, the major controversies surrounding the concept of engagement will remain unless it can be differentiated from other similar attitudinal constructs.

In academic literature, engagement is alleged to be comparable but different from previous organisational management concepts, such as job satisfaction, organisational citizenship behaviour, organisational commitment, employee motivation and job involvement (Truss et al., 2014). Although,

when a new concept emerges, it often faces numerous challenges before its significance becomes generally accepted. As such, thorough tests using different research methods in different environments (organisations) are necessary.

A holistic view of employee engagement can be helpful to determine what is working and what is not. Engagement Predictors offer Human Resources Professionals a way to understand better practices and policies that work effectively in organisations to promote employee motivation, attendance, retention and productivity.

Past studies on engagement by both academics and practitioners were considered whilst formulating the conceptual framework for the study. This enabled the researcher to build a valid argument with a view towards contributing knowledge to the concept of employee engagement.

With an extensive review of existing literature on engagement, a matrix of engagement predictors (involvement, motivation, job satisfaction, organisational commitment and organisational citizen behaviour) has been identified. Through quantitative and qualitative methods, the impact of the relationships between these engagement predictors will be established.

The literature review will look at peer-reviewed journal articles, working papers, textbooks, company reports and other published resources relevant to the employee engagement concept. In addition, the review of literature will focus on how engagement has been conceptualised, predicted and encouraged, as well as the drivers of engagement. Finally, the debates between engagement and other related work attitude concepts will be a focus, such as organisational commitment, job involvement and organisational citizenship behaviour. However, most literature on engagement agrees that engagement is a dominant source of organisational competitive advantage (Hewitt, 2012).

Findings from academic papers and corporate organisations suggest that there is a strong connection linking engagement, employee performance and big business results (Emma, 2015). Research by the Chartered institute of personnel development CIPD and other firms have continually confirmed the links between the ways individuals are managed, employee mind-set and organisational performance (Purcell, 2006, Truss et al., 2006, 2014). Previous research on engagement and its drivers has indicated that engaged employees do better than disengaged employees. However, a study within the UK and other developed countries confirms that there are more detached workers than engaged employees in today's businesses (Saks, 2006, Truss et al., 2008, Welch, 2011). The question is, with so many conflicting findings on employee engagement, how do organisations and companies identify the best antecedents to employees' engagement?

A further review of the employee engagement concept enabled the identification of gaps and issues that have not been fully investigated. It is evident within the management literature that a lot of research has been carried out on the conceptualisation of employee engagement and drivers (Purcell,

2006, Truss et al., 2006, 2014, Saks, 2006, Truss et al., 2008, Welch, 2011); however, there is a lack of research on employee engagement antecedents as well as its implications within the Nigerian banking industry. In addition, most of the studies on employee engagement have been conducted in organisations in the West (UK, USA and mostly European countries); therefore, this research aims to explore engagement in a country where its relevance in organisations is yet to be studied.

Furthermore, this study aims to add value to the existing body of knowledge by studying most of the existing literature on engagement to provide an introspective standpoint on the existing dispute and findings. Consequently, it tackles concerns in relation to the lack of a universal definition of engagement, as well as making considerable effort to differentiate engagement and other related work attitude constructs.

1.2 Statement of the problem

- The performance of the banking sector of Nigeria cannot be over emphasised (Ademola et al., 2013), nonetheless they have significantly contributed to the development of Nigerian businesses. Previous research within the Nigerian banking sector has suggested that the banks have underperformed over the past few years Atuche (2009) the GMD/CEO, Bank PHB highlighted the below factors are reasons for the performance;
- Niger Delta crisis and OPEC's quota restriction are twin factors undermining the budgeted production target.
- Oil production has been declining since August '08 impacting negatively on government revenue
- Nigeria's continued dependence on crude oil exports exposes it to external shocks

Nonetheless, due to the changing nature of the economy, the banking sector is expected to play a vital role in the Nigerian business economy, but the system has experienced many short falls due to fraud, employee disengagement, selfish interests of employees, mismanagement, inexperience and the initial absence of regulatory laws and authorities (Ojedokun, 2008)

Previous research has also shown that most of the problems highlighted above correlate with employees' disengagement within their jobs (Ojedokun, 2008, Ogungbamila, 2010; therefore, it becomes very important for the banks to have an engaged workforce if they are to survive. However, no known employee engagement research has been conducted within the Nigerian banking sector; as a result, there exists a gap in knowledge regarding the study of employee engagement within the industry. This research work is specifically aimed at using the antecedents of employee engagement to measure and study the concept within the banking industry of Nigeria.

1.3 Purpose of the Study

The purpose of this study is twofold. Firstly, the study will study selected antecedents of employee engagement in certain banks of Nigeria. Secondly the research will examine the differences between employee engagement and other work attitude concepts, such as job satisfaction, organisational commitment employees' involvement, motivation and organisational citizen behaviour. Finally, the implications of the selected antecedents will be established and compared with the already existing literature.

Furthermore, the research will use mixed methods research (triangulation of qualitative and quantitative research methods) in answering the research question. Additionally, descriptive analysis as well as statistical correlational study design will be used for the study. The sample selection for the study will be done using both random and purposive sample selection. While questionnaires and interviews will be used for data collection, SPSS software and thematic content analysis will be utilised for data analysis and findings.

Results from the study will highlight some of the possible outcomes of the antecedents of employee engagement, as well incorporating different engagement theories, to create a strong argument for the concept of employee engagement.

1.4 Significance of the study

It is no secret that the business world has become saturated, and competition amongst businesses have increased tremendously, with this, organizations are constantly looking for better ways of improving performance as well as profitability. Given that employee engagement is an idea that helps improve strong optimistic attitudes amid employees towards their work and their organisation, and this plays a key role towards ensuring that they give their best even when times are tough. As result, the significance of studying the employee engagement concept has become one of the most important areas in management.

Conflicting results from research on employee engagement has contributed to the debate educators/organizations face when conceptualizing employee engagement, this research will be significant to employee engagement research, because it provides a more unifying results on the employee engagement theories

The findings from this study will also be of an immense contribution to future researchers, considering that businesses are becoming very competitive and engaged employees are becoming very influential in organisational productivity. For the researcher, this study has enable an uncovering of critical areas within the employee engagement concept, thereby

opening ideas for future publications as well a stance on the concept of employee engagement.

Furthermore, this study will be a significant endeavour in promoting a good work environment in the workplace. It will also be beneficial to students who intend to study the concept of employee engagement in the future and serve as a future reference for researchers on the subject of human resource management.

1.5 Research questions

In relation to the review of the literature discussed, the research questions of the study are thus formulated as follows:

1. What are the antecedents of employee engagement in the Nigerian banking sector?
2. What is the relationship between employee engagement and (a) Employee job satisfaction, (b) Motivation, (c) Involvement, (d) Organisational commitment and (e) Organisational citizen behaviour?
3. What are the implications of employee engagement for the Nigerian banking sector?

1.6 The key research objectives are to:

1. Highlight and measure the antecedents of employee engagement in the selected banks
2. Study the predictors of employee engagement, e.g. involvement, motivation, job satisfaction, organisational commitment and organisational citizenship behaviour.
3. Study the relationship between employee engagement and (a) Employee job satisfaction, (b) Motivation, (c) Involvement, (d) Organisational commitment and (e) Organisational citizen behaviour.

1.7 Research Context

Nigeria is a federal constitutional republic consisting of 36 states and capitals. The nation is situated in West Africa and shares terrain boundaries with the Republic of Benin in the west, Chad and Cameroon in the east, and Niger in the north. Its coastline in the south lies on the Gulf of Guinea by the Atlantic Ocean. There are in excess of 500 cultural societies in the nation, of which the three major ethnic groups are the Hausa, Igbo and Yoruba. Nigeria is the most densely inhabited nation in Africa, the seventh most populous country in the world and the most populated black country in the world (UN, 2015). Nigeria is generally divided in half between Muslims, concentrated mostly in the north, and Christians, who mostly live in the south and central parts of the country

1.7.1 The banking sector

The banking sector is not just financial endeavour or institutions that aid disbursement and extend credit; it goes further than that. It covers all tasks that guide resources to their ultimate user. “It is the central nervous system of a market economy and contains a number of separate, yet co-dependent components all of which are essential to its effective and efficient functioning” (Sansui, 2012:p5). The Nigerian banking system is no exception to this.

Since the colonial period, there have been considerable changes in the Nigerian banking system; the structure of the banking system has evolved in three different phases (The pre-independence banking era, the indigenization era and the reformation era)

1.7.2 The pre-independence banking era

This period was seen as the era when the Nigerian banking industry was dichotomised between indigenous and foreign banks. During this period, the Nigerian banking system was dominated by foreign banks that obtained operating licenses abroad. These banks were perceived as serving solely the interests of their foreign owners, rather than the interests of the Nigerian economy (Brownbridge, 1996). This was possible, due to the lack of any form of legislative body or regulative body monitoring the affairs of the banking system at this time; as a result, entry by financial organisations was relatively free. This steady influx of foreign banks did not serve the interests of Nigerians or the economy and, as result, a lot of domestic banks closed, as they could not match the financial capacities of their foreign counterparts (Sansui, 2012).

By 1940, most of the indigenous financial systems had collapsed, with only a small number operating, which were established and patronised by the three regional governments in Nigerian at the time. Despite the exodus of domestic banks, new banks were still being created; at least 150 banks were created between 1940 and 1952 (Adegbite, 2007).

Between the 1930s and 1940s, there were numerous collapses in the banking system; this led to the formation of the banking ordinance. This ordinance became the first attempt by the Nigerian government to regulate banking operations. However, even with the formation of the banking ordinance, no impact was made in how the banking operation was managed, as there were no regulators to enforce compliance. The CBN was established in 1959 to regulate and perform other overseeing functions (Hesse, 2007).

1.7.3 Indigenisation banking era

The second period saw more control by the Nigerian Government. This era was called the indigenisation period of the 1970s and was characterised by various controlled measures, such as entry restrictions, nationalisation of foreign-owned banks and deposit floor rate (Barros & Caporale, 2012). This phase is recognised as the static era, which reflects the low number of banks and the

establishment of very few branches by the existing banks. The following era saw positive banking reforms put in place; it was called the reformation era.

1.7.4 The reformation era

The reformation era began by 1986; this stage was characterised by the formation and implementation of a Structural Adjustment Programme (SAP), approved by the IMF and the World Bank. With the introduction of the SAP, a number of control measures, initially introduced by the regulatory body in Nigeria, were scrapped, thereby creating an avenue for mediocrity in the banking system. Through this weakness in regulations, the number of banks once again increased from 42 to 107 in 1990 and by the end of 1992, it had risen to 120 banks with many not meeting the standard required. There was a steady rise in the number of banks, but this caused problems, as there was no corresponding increase in the capacity of the regulatory and supervisory mechanisms (Oyejide, 1993). This resulted in the systematic failure of the banking system.

Despite numerous banks around the country, the economy was still witnessing inflation because of the negative impact of the banks. To a certain extent, the banks were concerned with making money through arbitrage and other rent-seeking activities, rather than providing the resources for entrepreneurs and domestic investors (Lewis & Stein, 1997). Hesse (2007) noted that the only possible explanation was that the parallel exchange rate that existed at this time, made it easy for the banks to make a quick profit through various arbitrage opportunities. In addition, the majority of the banks were owned by local investors and were primarily established to aid their owners to obtain foreign exchange, which could be sold at a premium (Brownbridge, 1996). The other 25 banks, owned by the government, accumulated bad debts. This was caused by the extension of proprietary loans to state governments and to politically influential borrowers (Brownbridge, 1996). These reasons perhaps explain why most financial analysts blamed the SAP for all the distress within the banking system. These issues led to the prudential guideline of 1991 through the promulgation of the Banking and Other Financial Institutions Decree (BOFID) and placed an embargo on issuing new banking licences (Hesse, 2007).

Soon after the SAP programme, 24 of the operating banks were found to be bankrupt and were shut down. Hence, by 2004, the number of banks had been reduced to 89; however, despite government involvement, the remaining 89 banks were seen to have a low capital base, on the brink of bankruptcy, over-dependent on public sector deposits and foreign exchange trading, and had poor asset quality and weak corporate governance (Soludo, 2006). This led to a further round of recapitalisation in 2004, when banks were required to increase their minimum capital base from Naira 2 billion to Naira 25 billion by the end of 2005. This brought about radical changes to the structure and nature of banking operations. Since the 2004 recapitalisation, the banking system of Nigeria has remained active and has even extended branches into other parts of Africa and the rest of the world.

In Nigeria, the Central Bank of Nigeria (CBN) is responsible for the regulation of other banks. In 2005, the CBN gave an ultimatum to all Nigerian banks to increase their financial strength from N2 billion to N25 billion. This resulted in mergers and acquisitions of different banks. In December 2006, the total banks in Nigeria were reduced to 25, with the same capital base, employee size and operational services (Tunji, 2012). Most of these banks are privately owned and a few others are international banks with a branch in Nigeria. The names of the banks are outlined in Table 1.

Table 1.1

| | | |
|------------------------|---------------------------|---------------|
| Key stone bank | Citi bank | Zenith bank |
| Union bank of Nigeria | Eco bank | Fidelity bank |
| First bank of Nigeria | Standard Chartered bank | Access bank |
| Unity bank | Stanbic IBTC bank Nigeria | Diamond bank |
| Inter-continental bank | United bank of Africa | Wema bank |
| Standard trust bank | Guarantee trust bank | Finbank |
| Equatorial bank | Sky bank | Oceanic bank |
| Sterling bank | Afri-bank | Access bank |

These banks are scattered across the 36 states of Nigeria, with each having 4 departments:

- Human Resource Department,
- Marketing Department,
- Operational Department,
- Customer Service Department.

Due to the central CBN's reform policy stated above, the banks operate in a tripartite system, whereby the same policy, structure and cultures operate in all member banks across the country. Therefore, policy implemented or information that exists in one branch can easily be obtained in the other banks in Nigeria. Based on this context, the data for this research is collected randomly from 12 selected banks out of the 25 banks in Nigeria.

1.8 Why the Nigerian banking industry?

The Nigerian banking system has grown considerably in the last few years. This can be witnessed in the amount of capital base held by each bank, plus the expansion rate of the banks into foreign countries. However, research has not shown whether employee engagement has played any part in this development. The banking sector is currently well positioned to increase economic growth and development in Nigeria through helping investors with loans to expand businesses.

Nigeria has witnessed a wide range of changes in organisational structures in the past decades. These changes need to be analysed from the perspective of organisational behaviour. Moving from a traditional agro-based society to a somewhat industrial society has led to the emergence of a new way of life which influences work behaviour. In most Nigerian work environments, the general attitude to work has been described as poor (Onyishi & Ogbodo, 2012). Nigerian employees seem to care less about their organisations and focus more on personal gain (Onyishi & Ogbodo, 2012). This attribute does not characterise an engaged employee, though this situation can also be associated with the latest economic issues that have their root in the global economic meltdown that has hit the Nigerian economy. In addition, the Nigerian banking system is also known to have many bureaucratic blocks as well as corruption and increased government regulation (Fabian et al., 2013). All the above issues contributed to economic retrenchment and employee disengagement. Furthermore, the situation could logically lead to an increased feeling of insecurity and anxiety for the employees (Onyishi & Ugwu, 2010).

Despite these issues, no objective conclusion can be made regarding employee engagement in the Nigerian banking sector, as no known research has been conducted in this regard. This study, therefore, aims to also contribute effectively on the nature of employee engagement within the Nigerian banking sector through studying the employee engagement antecedents as well as its predictors within the selected banks.

This thesis consists of seven chapters. The introduction highlights the research background, which gives a universal idea of what employee engagement is, how important it is to organisations, as well as how the concept fits in within the steadily changing economy. The research context gave a brief history of Nigeria as a country, the emergent of the banking sector from the pre-colonial era to the present day'

The statement of problem highlighted issues within the banking sector in respect to employee engagement and the contribution to the body of knowledge and who will benefit from the study. Finally, the study aims, objectives and the research questions were stated.

Chapter two of the thesis discussed the literature review. The literature review includes: the evolution of the employee engagement concept, its drivers, other work attitude concepts, engagement and

leadership, engagement and the economy, the role of human resource management in promoting employee engagement and the different classifications of the concept of employee engagement. Chapter three highlights the methods adopted for the research, research designs, method of data collections and analysis, research philosophy, and the research processes. Chapter four presents the findings of the study, while Chapter five presents the discussion and analysis of data.

Chapter six presents the contributions and recommendations of the study, the implications of the study and research limitations. Finally, the conclusion summarises the study.

Chapter Two

Literature Review

2.0 Defining employee engagement

This section of the thesis will explore the history and problems associated with defining employee engagement. The chapter will examine past and present theories by academic researchers, organisations and consultancies on employee engagement. Furthermore, emphasis will be put on older work attitude concepts such as employee involvement, job satisfaction, commitment, motivation, organisational citizen behaviour as well as empowerment. This is to have a broader view and a clear distinction between the employee engagement concept and other concepts mentioned above. Emphasis will also be put on engagement drivers, employee engagement problems and management strategies for employee engagement.

The past few years have witnessed considerable interest from businesses and consultancy firms in the concept of employee engagement; however, in recent years, employee engagement has also attracted the attention of academic researchers (Welch, 2011). The reason for this attention is partly because research on engagement has suggested that improving employee engagement directly correlates with improved performance, which eventually leads to organisational goal realisation (MacLeod & Clarke, 2009, p. 10; Truss et al., 2013, p. 1; Byrne, 2014). Equally, employee engagement has been argued to contribute extensively to organisational performance, leading to improvements in quality of service, customer satisfaction and long-term financial results (Mercer, 2007, p. 1; Bulent et al., 2013). Furthermore, disengagement of employees is central to a lack of commitment and motivation (Aktouf, 1992).

The main problem of the employee engagement concept so far is that there are over 50 characterisations of employee engagement as of 2009 (MacLeod & Clarke, 2009, p. 9). This influx of definitions has made it more difficult to understand the actual meaning of employee engagement. Similarly, Purcell (2014) argued that, after assessing most of the engagement definitions and measurements, engaged employees are 'rare breeds' and probably a mirage. He further pointed out that, because of so many conceptualisations of the term, the reliability and validity of employee engagement surveys might be difficult to establish. Likewise, Fletcher and Robinson (2014) stated that the validity of most engagement research is

questionable, because it has been found that employee engagement fluctuates with time; as a result, an employee's level of engagement will change, depending on the situation and condition at work.

2.1 The evolution of employee engagement

The build up to the existence of the employee engagement construct can be traced back to the work of the sociologist Erving Goffman (Goffman, 1961, cited in Kahn, 1990). Goffman's study claimed that people devote three diverse aspects of themselves during job functionality: physical energies, cognitive behaviour and emotional attributes. These three functions, when present in individuals, is referred to as personal engagement, whereas, when absent, they are referred to as personal disengagement (Kahn, 1990).

Kahn's (1990) research was based on the work of Goffman. Kahn was the first to translate Goffman's ideas into an organisational perspective and his work to date has been very influential in the study of employee engagement (Welch, 2011). In his qualitative study, he primarily focused on personal engagement and disengagement and how it influences performance.

Kahn's study was founded on a general acknowledgment that employees need to be engaged with their work in organisations (Kahn 1966, cited in Welch, 2011). According to Kahn (1990), personal work engagement is,

The harnessing of organisational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances Kahn (1990, p. 694).

To date, it has become rare to read engagement research that does not echo at least one aspect of Kahn's three-dimensional engagement theory and his ideas on personal engagement and disengagement.

Kahn's ethnographic study on employee engagement and disengagement was the first qualitative research done in this area. Consequently, the historical development of the construct 'employee engagement' can arguably be traced to Kahn (1990).

Kahn's (1990) finding on the employee engagement concept is still relevant and plays an important part in most engagement literature. The term, developed by Kahn to interpret Goffman's (1961) three-dimensional job functionality is personal engagement. Thus the

conceptual framework in Kahn's work was then developed as personal engagement and disengagement (Welch, 2011).

2.1 Personal engagement

Personal engagement is the immediate employment and appearance of an employee's favourite self while at work that supports the relationship to work and other personal presences (physical, cognitive, and emotional) to activate full role performance (Kahn, 1990, p. 700). The general idea behind Kahn's personal engagement characterisation is that people, when performing a role, given a fitting atmosphere, invest personal energy into physical, emotional and cognitive aspects of their lives in order to fulfil the role.

2.2 Personal disengagement

However, personal disengagement is the immediate pulling out and defence of a person's preferred personality in activities that encourage a lack of connection, fostering physical, cognitive, and emotional absence (Kahn, 1990, p. 701). Disengaged employees are known to exhibit imperfect task performances and are effortless, habitual or robotic. Furthermore, it means the extrication of one's self from role performance or an employee's suppression of his/her energetic personality in discharging a task. This idea is also in agreement with Maslach (1982), who referred to personal disengagement as exhaustion. Goffman (1961) called it detachment or effortlessness in performing a duty. Hackman and Oldham (1980) referred to it as to hide one's true identity during role performance. Kahn (1990) went further and stressed that, for employees to be fully engaged with their work, they have to employ and express themselves "physically, cognitively, and emotionally during role performances".

The cognitive characteristic associated with employee engagement, as Kahn explained, concerns employees' beliefs about the administration of the organisation, its leaders and working conditions. In other words, employees will give their best to any organisation when they have trust and belief in the efficiency of their leaders and a conducive and encouraging atmosphere is provided in their work place. The physical phase of employee engagement concerns the physical energies put in by employees to realise their task at work, while the emotional aspect concerns how employees feel about each of the three factors and whether they have positive or negative attitudes toward the organisation and its leaders. Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an additional organisational role.

Kahn's research further suggested that an engaged employee, when performing a task, requires three psychological engagement conditions: meaningfulness (work elements), how profitable it is and how enjoyable or satisfying the work is; safety (social elements, including management style, process and organisational norms) and finally, availability (individual distractions). These three determining factors can arguably be associated with Hackman and Oldman's (1980) three psychological motivational conditions that influence or motivate employees during role performance. However, Kahn's and Hackman and Oldman's psychological workplace conditions are debatable.

2.3 Psychological meaningfulness

Psychological meaningfulness is the sense of belonging; it is a feeling of appreciation for a job well done. Schwartz (2012) argued that feeling legitimately appreciated encourages people to give their best and, at the most basic level, it makes employees feel safe. Employees experience such a feeling when they feel worthwhile, useful and valuable, as though their input to the organisation is recognised and not taken for granted. To that effect, Frank et al (1992) argued that the individual has a primary motivation to seek meaning in his/her job. Aktouf (1992) put forward the argument that lack of meaning in one's work can lead to alienation or disengagement from work. Thomas (2009, p. 50) highlighted that meaningfulness in a job is the opportunity an employee has to follow a worthy purpose. The emotion that comes with meaningfulness in a job allows employees to recognise that they are on the right path as well being in a job that is worth their time and energy.

May et al. (2004) found that if employees are treated with dignity, respect and valued for their contributions in the organisation, they are more likely to be inspired and obtain a feeling of meaningfulness. Kahn's (1990) research revealed a connection between personal engagement and psychological meaningfulness and maintained that the characteristics of one's job (job enrichment) could influence the amount of meaningfulness an employee experiences at work. He argued that people asked themselves one fundamental question in each role situation: how meaningful is it for me to bring myself into this performance? The answer to such question is what creates engagement in most employees.

2.4 Psychological safety

Psychological safety is qualified as being competent enough to demonstrate and portray one's personality devoid of the fear of the negative consequences to self-esteem, position or career. Individuals feel secure in circumstances they believe would do no harm to their personal

engagement (Kahn, 1990, p. 708). Kahn's qualitative research indicated that there are four factors that directly influence psychological safety:

- **Interpersonal relationships:** Employees feel safer when there is trust and mutual respect between co-workers,
- **Group and intergroup dynamics:** The various unappreciated characters, or unconscious functions, which individuals alleged to also, prejudiced psychological safety,
- **Management style:** Compassionate, flexible, and descriptive management improves psychological safety. Leaders interpret organisation demands and support members' behaviour in ways that may well produce different measures of supportiveness and openness (Louis, 1986, cited in Kahn, 1990).
- **Organisational norms:** Psychological safety relates to job performances that were visibly within the limitations of organisational standards. Standards here represent shared prospects regarding the general behaviour of system members (Hackman and Oldman 1986). Individuals that maintained the usually appropriate conduct of working and behaving, feel safer than individuals who strayed outside those defensive boundaries. In addition, with psychological safety, workers question themselves; how secure is it for me to be at work? The reply to this enquiry is strongly related to engagement (Kahn, 1990).

2.5 Psychological Availability

Psychological availability is the ability to have the physical, emotional, or psychological resources to individually connect to a role at a particular moment (Kahn, 1990). It explains the eagerness for employees to engage, regardless of the distractions they may possibly experience as members of social systems (Kahn, 1990, p. 714). The findings gathered from Kahn's studies indicated that four types of distractions influenced psychological availability:

- **Depletion of physical energy:** Personal engagement requires considerable physical vigour and willingness, which is lacking in personal disengagement. Goffman (1961) argued this in his research of nonverbal role performances.
- **Depletion of emotional energy:** The emotional capacity for individuals to engage influences psychological availability. The assertion is that employing and expressing

oneself in an everyday job requires a certain amount of emotional effort and takes a certain level of emotionality, lacking in personal disengagement (Hochschild, 1983, cited in Prati, 2004, p. 3).

- **Individual insecurity:** Psychological availability relates to how safe employees feel in relation to their job and their position. When employees feel relatively secure, they express themselves better in social systems (Gustafson & Cooper, 1985, cited in Kahn, 1990). Insecurity distracts employees from bringing themselves wholeheartedly into their jobs; it generates nervousness that occupies energy that would have otherwise been transmitted into personal engagements.
- **Outside life:** Employees' everyday problems outside work, which had the possibility to make them psychologically absent from their function, also affect psychological availability. Members of organisations were at times too preoccupied by events in their nonworking lives to invest energies in role performances; research on work-family boundaries has attested to such distraction (Hall & Richter, 1989). Finally, the last question according to Kahn that most employees ask themselves is; how available am I for the work? Kahn's research claimed that workers were more engaged in jobs in circumstances that presented them with 'psychological meaningfulness and psychological safety', as well as psychological availability.

Kahn's qualitative work on personal engagement and disengagement paved the way for other studies on employee engagement and practitioners, academics and consultancies have since researched the concept extensively. The interest of practitioners, human resource consultancies and professional bodies in engagement stems from the claims that employee engagement drives bottom-line results (Schneider, 2008). Indeed, at least one human resource consulting firm claimed that they "have established a conclusive, compelling relationship between engagement and profitability through higher productivity, sales, customer satisfaction and employee retention" (Hewitt Associates LLC, 2005, p. 1). Similarly, employee engagement research has been found to boost organisational profitability, employee retention, safety, and customer satisfaction (Buckingham & Coffman, 1999; Coffman). Another consulting firm, the Gallup Organisation, also claimed that employee engagement programmes increase productivity and increase efficiency in employees (Endres & Mancheno-Smoak, 2008; Schaufeli & Bakker, 2010).

Whilst Kahn's (1990) description of engagement remains significant, a different, yet prominent characterisation of engagement was put forward by Schaufeli and Bakker (2004, p. 295). They studied employee engagement from the perspective of organisational behaviour and defined it as "a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption" (Schaufeli & Bakker, 2004, p. 295).

These two regularly mentioned definitions Kahn,(1990, & Schaufeli and Bakker,2004) of employee engagement share a familiar focus on the expression of engagement: "cognitive – absorption; emotional – dedication; and, physical – vigour" (Welch, 2011, pp. 6-11). However, despite the clarity in Kahn's and Schaufeli and Bakker's ideas, their remains complexities regarding the concept of employee engagement. These complexities, as mentioned earlier, arose due to conflicting findings on the engagement construct.

2.6 Engagement complexity

A number of publications have argued against viewing employee engagement as a new and valid concept, claiming that it is an instinctive concept yet to be legitimised, and, as a result, cannot be regarded as a new concept (Newman & Harrison, 2008). Harter and Schmidt (2008) similarly noted that employee engagement in theory may be distinct from other constructs, but it is not empirically different, hence not superior to organisational commitment, job satisfaction or any other organisational behaviour construct. Other arguments against employee engagement include Griffin et al., (2008) who claim that it is very difficult to measure 'extra-role' behaviours or 'beyond expectations' performance. In addition, the argument that employee engagement lacks a comprehensive framework and should be included in the self- determination theory instead (Meyer & Gagné, 2008).

In line with the above issues, most consultancies and survey firms regard engagement as "a place of work condition planned to make certain that workers are dedicated to their organisation's objectives and work ethics; enthused to put in additional effort towards organisational achievement, and are capable of enhancing their own well-being" (MacLeod & Clarke, 2009.p.7). In contrast, academic researchers believe that engagement as a workplace concept is experienced by employees, and it is a state of being that may be affected by administrative tactics and approaches, except it is not, in and of itself, a strategy (May et al., 2004). The consultancies view engagement from an organisational perspective, while the academics view engagement from the position of an employee's state of mind.

Furthermore, employee engagement has been viewed as a construct that contains a high profile, multi-dimensional concept, which is tightly integrated with a strong relationship to have a common outcome (Mobley 1998). This view on engagement points to the fact that engagement, no matter how defined, cannot stand alone. Mobley argued that several other factors need to come together to build up employee engagement. Mobley's view on engagement is in agreement with the current researcher's framework of engagement. Though the present researcher acknowledges that employee engagement is different from other behavioural constructs, for an employee to be engaged, multiple elements have to come together to create an actively engaged individual.

In recent years, the concept of employee engagement has proven to be a very complex construct to grasp. The American society for training and development suggests that employee engagement is about creating a culture where employees do not feel taken for granted, overused or underused. In this context, Ketter (2008, pp.44-49) stresses, "there is no one way of creating an engaged workforce". Rivenbark (2010, p. 48), supporting Ketter's point, suggested that employee engagement surveys are only as good as the research questions they are built upon. Similarly, Lombardi (2009) pointed out that employee engagement is specific to each organisation; in that regard, every organisation is responsible for devising techniques, methods and measurements of employee engagement.

The above section has briefly highlighted some of the complexities and discrepancies affecting employee engagement in recent era; however, does employee engagement affect the global economy?

2.7 Employee engagement and the global economy

Few scholars have studied employee engagement from an economic point of view. The global economic recessions in most countries has proven that the global economy fluctuates from time to time; in that view, research have suggested that the impact inflation has on engagement differs from the effect it has during deflation. Dixon (2009) argued that when organisations are hit by economic downtimes, most look for ways to recover by occasionally laying off employees. This act leads to anxiety, job insecurity and, to some extent, a feeling of anger in employees and this may affect employee engagement. O'Neil (2010) also highlighted the effect of an economic recession on employee engagement, focusing on the US. He argued that an unsteady system creates uncertainty about the future, making it extremely challenging for employees to keep up their engagement level. However, Macleod

and Clarke (2009), in a positive stance, argued that engagement can actually go up in times of economic downturn. They suggested that companies can, due to economic recession, unlock more of the knowledge and commitment of individual employees in respect to performing tasks effectively, thereby leading to increased engagement level. But, for this to happen, an effective leadership style might be instrumental (Sutton, 2009).

2.8 Employee engagement and leadership

The concept of leadership is not new; it is among the most researched topic in management science and employee engagement has, over the past few years, emerged as a key topic in management science as well. Nonetheless, the connection linking leadership and employee engagement has not been widely researched. Previous research have shown that organisations invest more resources to recruiting top talent, developing them, engaging them with work as well as trying to retain them. Human Resource Development (HRD) experts are tasked with the duty of developing and partnering with leaders to achieve the above strategies; as a result, a broad understanding of the relationship and mechanism between leadership and engagement is essential to Human resource development (HRD) professionals, informing leaders on how best to cultivate positive results in followers (Carasco et al., 2015).

This means that there is still a research gap in understanding how leadership behaviour or style may possibly have an effect on engagement-encouraging cultures, as well as the processes around which leaders' behaviours bring about higher levels of engagement (Xu & Thomas, 2011).

Good leadership qualities have been linked to employee engagement. Senge (2007) points out that, in today's turbulent economic situation, leadership should be taken seriously. He stated that, gone are the days when leadership was about command and control. According to Senge, a command and control kind of leadership cannot guarantee engagement, instead, it can only ensure that targets are met, but never exceeded. Sutton (2009) further emphasised that the role of leadership during an economic crisis in respect to employee engagement is crucial. Elewa (2013, p. 47) also suggested that leadership is connected indirectly to engagement via its effect on organisation performance. Similarly, Schaufeli and Salanova (2007) believe that if leaders are good role models of engagement, subordinates will follow.

The theories of leadership dates back to the 1930s and one of the first theories was trait leadership theory (Carasco et al., 2015). Trait leadership theory argued that, to become a leader, certain characteristics need to be found in an individual, which do not apply to other

people. Other leadership theories, such as behavioural theory, state that the behaviour of effective leaders is different from those of ineffective leaders. In line with the above theories are contingency theories which indicate that factors unique to each situation determine whether specific leadership characteristics and behaviours will be effective (Ekaterini, 2010, pp. 6-9). Transformational leadership theory emerged in the 1970s and identified four aspects of effective leadership: charisma, inspiration, intellectual stimulation, and consideration (Encyclopedia of Management, 2009).

Yukl (2006, p. 8) defines leadership as “the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives”. Northouse (2010, p. 3) defines leadership as “a process whereby an individual influences a group of individuals to achieve a common goal”. The above definitions of leadership highlight certain components which contradict some of the early theories of leadership; for example, leadership as a process, leadership as influencing others, leadership in the context of a group, leadership as goal attainment, and these goals are shared by leaders and their followers. What it means is that, contrary to what trait theory suggested leadership is not a characteristic or traits with which only a few certain people are endowed at birth (yukl, 2006, p. 9).

As mentioned earlier, employee engagement has received a lot of attention in recent years; as a result, different factors have been argued to increase employee engagement and leadership is one of them. Hughes and Rog (2008, p. 749) alongside many other engagement studies, argued that,

The more highly engaged the employee, the more likely he or she will say positive things about the organization, thereby contributing to the development of a positive employer brand; want to remain within the organization, thereby minimizing turnover; and regularly exert a superior level of effort, thereby potentially influencing such variables as service quality, customer satisfaction, productivity, sales, and profitability, etc.

Meanwhile, Hay (2002, p. 53) found that many employees “leave their jobs because they are unhappy with their boss”, whereas Xanthopoulou et al. (2011) believe that daily fluctuations in leadership may influence employees’ self-belief (i.e., personal resources) and work experiences (i.e., employee engagement).

The basic assumption regarding leadership is that employees are strongly affected, either positively or negatively, by the actions of their leaders; as a result, “the quality of the relationship that exists between a leader and a follower is predictive of outcomes at the

individual, group, and organisational levels of analysis” (Gerstner & Day, 1997, p. 827). Based on the above assumption, it is argued that leadership is a major antecedent of employee engagement (Xu & Thomas, 2011), which principally leads to desirable consequences, such as organisational performance or individual well-being.

Other scholars, such as Zhu et al. (2009) examined (a) the association between transformational leadership and followers’ work engagement and (b) whether the leadership–engagement relationship is stronger when positive follower characteristics are higher versus lower. Their research established that follower-rated transformational leadership was meaningfully interrelated with follower employee engagement and with self-rated follower characteristics.

Comparably, Tims et al. (2011) investigated whether supervisors’ leadership styles have any effect on followers’ daily work engagement. Their study found significant positive relationships on the daily level between transformational leadership and engagement, self-efficacy and engagement, and optimism and engagement.

Salanova et al. (2011), studying 297 nurses in Portugal, examined the relationship between supervisors’ transformational leadership and staff nurses’ extra-role performance, as mediated by nurse self-efficacy and employee engagement. From the data analysis using SEM, the research showed that at least partial intercession exists in the relationship researched. The effect of transformational leadership on extra-role performance was fully facilitated by work engagement.

Along the same lines, Aryee and Walumbwa (2012) investigated the degree to which transformational leadership affects employees’ work engagement among 193 subordinate-supervisor participants in China. They found several indirect effects of transformational leadership on employee engagement (i.e., via responsibility, meaningfulness, and innovative behaviours) with the bias-corrected percentile method.

In other studies, evidence has suggested that authentic leadership may positively affect employee attitudes and behaviour, as well as work outcomes (e.g., job satisfaction), job commitment, creativity, engagement, and organisational citizenship behaviour. Supporting the above claim, Dan et al. (2013), on authentic leadership, found a correlation matrix indicating that most traditional management concepts were positively and significantly correlated with employee engagement. In addition, authentic leadership was positively and significantly correlated with employee trust and employee engagement.

In a different, but related study, Tourish (2005) argued that one of the best ways for leaders to enhance engagement is through effective communication. Elewa (2013), supporting Tourish (2005) assumption, argued that without effective communication from top to bottom, engagement would be difficult to achieve. The work of Tourish was further developed by Watson Wyatt's (2002-2006) study. This study reports that firms that communicate effectively are 4.5 times more likely to report a high level of employee engagement compared with firms with low communication strategies. Even in an economic recession, effective communication could become a tool and strategy to challenge the negative effects of an economic crisis (Brockett, 2009). In a related study, Brockett (2009) further highlighted branding as another factor that can lead to employee engagement. Supporting the argument, Elewa (2013) posits that an organisation's image is an integral part of employee engagement.

The overall findings suggest that leadership, to a great extent, influences employee engagement; however, it is equally important to note that good leadership traits or good leaders do not have to be born with specific characteristics or traits. Leadership emerges from one's life story, experiences, and so forth, which can facilitate authentic morality and integrity (George and Jones, 2008).

The above section has briefly discussed some of the attributes of leadership and how they affect employee engagement; however, as MacLeod and Clarke pointed out, there are over 50 definitions of employee engagement; hence time will be taken to examine the different conceptualisations of employee engagement. This will enable the researcher to gain first-class insight into the concept and to build a stronger, more valid conceptual framework that will clearly highlight all the antecedents to the employee engagement concept.

2.9 Critical analysis of employee engagement views

Saks (2006) states that there is an inadequate definition of employee engagement in the academic literature; however, in the past few years, there has been huge interest by academics in the concept of engagement and its organisational performance, prompting Welch (2011) to suggest that there is enough research evidence to consider employee engagement as a lone concept, distinct from all other organisational behavioural concepts. Even with Welch's suggestions, most of the research on engagement relates to motivation, job involvement or organisational citizenship behaviour, as well as other management concepts.

Newman (2011) singled out demographic factors as a solid contributor to employee engagement definitions and drivers. Richard et al. (2011, p. 34) argued that employee

engagement is related to the relationships workers have within their organisations. He further stated that engaged employees are enthusiastic about their work and they find meaning in what they do, echoing Kahn's (1990) idea of psychological meaningfulness. According to Richard et al. (2011), employees knowing what are expected of them, having the right materials to accomplish their task, and trusting their boss and co-workers are some of the factors that can drive an employee to be engaged.

Brunnetto et al. (2014, p. 234) described engagement as an emotional involvement of employees, as well as a pervasive state of being, such that employees are energetically undertaking work tasks. Brunnetto et al.'s emotional engagement concept is in line with Kahn's psychological facet of engagement. Shaw (2005) conceptualises employee engagement as a relationship between employees and their supervisors.

Macey and Schneider (2008) suggested that engagement is above and beyond simple satisfaction within the employment contract or basic loyalty to the employer; rather, they suggested that engagement is about passion and commitment, and a willingness to invest oneself and expand one's discretionary effort to help the organisation achieve its goals. Macey and Schneider's view on engagement is arguably related to organisational citizen behaviour and that contributes to the reasons why some researchers argue that employee engagement is no different from other management concepts.

Macey and Schneider further split engagement into three different components: trait engagement, individual state engagement and behavioural engagement. They argued that trait engagement is an "inclination to observe the universe from a certain point and this replicates in the individual's 'state engagement' which guides the 'behavioural engagement'" (Macey & Schneider, 2008, p. 5). This view has, however, been disapproved by Newman and Harrison (2008) who suggested that if engagement is split into three different behaviours as Macey and Schneider suggested, "state engagement becomes a laid off model and tells us nothing extra than an individual's feelings with reference to their job, which has been duly considered by other concepts e.g. involvement and satisfaction" (Welch, 2011, p 328).

Newman and Harrison (2008), instead, argued that the crucial characteristics of employee engagement are the concurrent occurrence of multiple activities in workers, specifically employees' citizenship behaviour, employee participation and performance in the job. However, this suggestion eliminates the emotional condition of employee engagement and simply portrays it as an outcome (Robertson et al., 2009).

Most studies on engagement point out that in engagement, employees are fulfilled and happy to be members of a particular association. This self-fulfilment and energies can be argued to be what other researchers termed involvement. For example, Kahn's definition looks like what Csikszentmihalyi (1982) called the flow-like experience, which entails being psychologically present. In this regard, employees are psychologically, physically and sensitively drawn to their work so they are unaware of the passage of time. This perception was supported in the NHS study of the employee engagement concept. Similar to Kahn's description of engagement, Maslach et al. (2001) define engagement as a "psychological and emotional state; a relentless, positive affective-motivational state of fulfilment".

Hallberg and Schaufeli (2006) described engaged employees as "being charged with vigour and completely devoted to their work". Rothbard (2001) maintained and developed Kahn's description of engagement. He proposes that engagement also replicates being engrossed and extremely resolute in completing a task. This is consistent with Schaufeli et al.'s (2002) definition, which reports energy, commitment and absorption as being the core dimensions of engagement. Sak (2006) defined it as the amount of discretionary effort an employee is willing to offer to the organisation. Similarly, Cook (2008) pointed out that 'engagement is set apart by employees being devoted to the organisation, trusting in what they stand for and being geared up to go further than the job required to satisfy the client's need'.

The Society for Human Resource Management (SHRM, 2014) defines employee engagement as a workplace condition and workers' opinions as well as their behaviour towards their work, along with how they view others around them). Buckingham and Coffman (1999, p. 248), however, explain that the phrase engagement connotes employees who improve client allegiance as well as "having qualified employees in the right positions, along with motivated managers who are dedicated to improving employee engagement". Buckingham and Coffman (1999), in addition, referred to a completely engaged worker as someone who could respond positively to all 12 questions on the Gallup's place of work questionnaire. The Gallup questionnaire is a document containing 12 employee engagement questions which has been claimed by the organisation as a basis for defining employee engagement.

The CIPD argued that maximum performance within organisations is the end result of suitable levels of affirmative employee engagement. They further stress that most organisations desire workers who will surpass the job's minimum requirement by going the extra mile. Employees, however, would like jobs that are meaningful and that motivate them.

Consequently, businesses desire win-win resolutions that meet their needs and those of their employees. In this regard, an engaged workforce becomes the only possible solution (CIPD, 2010). In addition, businesses are beginning to get acquainted with the notion that passionate and dedicated staff give extra value to their organisation, not just in conditions of productivity, but also customer fulfilment, retention, effectiveness and extended stakeholder ideals (Cook, 2008). An engaged employee is aware of business contexts and works with co-workers to improve organisational performance and job productivity to the benefit of the organisation (Nitin, 2005).

Between the years 2000 and 2005, the interest in the engagement concept from both academics and practitioners increased tremendously. This period consisted of a flow of practitioners' work, and immense interest from consultancy firms. Consultancy firms linked high engagement to high business performance (Hewitt Associates LLC, 2004). However, the academic definitions of engagement emphasise advocacy, dedication and discretionary effort. Furthermore, the academics' notion of employee engagement tends to pay attention also to the psychological state of engagement, making more reference to the two-way advantageous association between the company and its employees, although they do not point out what organisations should do in practice to facilitate the state of engagement and outcomes (Robertson et al., 2009).

The two-way nature of engagement emphasised that most employees come into their new jobs with great enthusiasm and a high engagement level, as well as a great sense of optimism for their future. Organisations, therefore, must play a vital part in nurturing such optimism in employees so it does not turn to disengagement. In addition, the academics portray engaged employees as fully involved with organisational duties, engrossed, full of energy, dynamism and determined so that they lose track of time while at work. The academic characterisation is consistent with the ones posited by companies in their observation of engagement as an outcome. Nonetheless, the scholastic view singles out extra outcomes such as "fostering change, being innovative and doing something different" (Welch, 2011).

Between 2006 and 2010, there was a great influx of academic work on engagement. Foremost at this time was Saks, (2006) who argued that employee engagement has had more consideration in organisational literature than educational literature. Saks acknowledged Kahn's (1990) description, and sustained Kahn's observation of employee engagement as consisting of cognitive, emotional, and behavioural components. He explained that

engagement was also relevant in job burnout literature as the constructive antithesis to burnout (Maslach et al., 2001).

The most relevant study to test practically Kahn's (1990) model was May et al. (2004). The study supported Kahn's finding of 'meaningfulness, safety, and availability' as workplace conditions for engagement. The study further ascertained that job enhancement and role fit are beneficial predictors of meaningfulness. Furthermore, rewarding co-workers and supportive supervisor relationships were affirmative predictors of safety, whilst devotion to co-worker norms and self-consciousness were negative predictors. Resources were a positive predictor of psychological availability, whereas involvement in external conduct was a negative predictor. On the whole, meaningfulness was established to have the strongest relationship with diverse employee outcomes in reference to engagement.

A different representation of the engagement model came from the 'burnout' literature, which portrays employee engagement as the "positive antithesis of burnout, signifying that burnout involves the attachment of engagement with one's job" (Maslach et al. 2001). Six areas of work-life have been highlighted as factors that lead to either burnout or engagement:

- Control,
- Reward and recognitions,
- Workload,
- Community and social,
- Perceived fairness, meaningfulness and values

(Maslach et al., 2001).

According to Maslach et al (2001), employee engagement is expected to act as a go-between in these six work-life conditions and a variety of work outcomes. May et al.'s (2004) study maintained the ideas of Maslach et al.'s (2001) findings in that Job meaningfulness and value for work are linked to engagement, and they also support Kahn's psychological meaningfulness as being a predictor of engagement.

Similarly, Holbeche and Springett (2003) argued that employees' consciousness of meaning in relation to workplace conditions is undoubtedly correlated to engagement level and, eventually, their performance. Additionally, they further highlighted that over 70% of employees seek meaning from their job. There are several probable grounds for this, for

example, people in general spend more time at work than other areas of their lives. Holbeche and Springett (2003) additionally argued that a high level of engagement can only be attained in organisations where there is a collective sense of unity and a foundation that ties people at an emotional state, thereby connecting their personal and collective objective.

Kahn's (1990) and Maslach et al.'s (2001) findings indicate that the psychological circumstances or antecedents that are essential for engagement do not clarify why employees respond to these situations with varying levels of engagement. Saks (2006) suggested that a more understandable theoretical justification for clarifying the engagement concept can be established within Social Exchange Theory (SET).

The rationale behind the SET model is that responsibilities are created through a sequence of communications amid parties who are in a condition of give-and-take interdependence (Sak, 2006). An indispensable code of SET theory is that relationships develop over time into trusting, reliable, and reciprocated commitments, provided the parties abide by certain 'rules' of exchange (Cropanzano & Mitchell, 2005, cited in Sak, 2006, p. 603). For example, the SET rule recommends that if the organisation invests time, effort and money in training and development, employees should reciprocate by applying Kahn's (1990) theory by, not just coming to work, but rather investing a greater amount of cognitive, emotional and physical energies for the realisation of the organisational objective. This is in agreement with Robinson et al.'s (2004) report of engagement as a two-way relationship involving the organisation and employees.

The SET presumptions offer an academic underpinning to describe why employees decide to become more or less engaged in their job. However, Kahn's (1990) description of engagement shows that employees feel indebted to express themselves profoundly in their task as compensation for the resources they obtain from their employers. Nonetheless, as soon as the organisation fails to offer these resources, employees will possibly withdraw and extricate themselves from their functions. Hence, the amount of cognitive, emotional, and physical presence an individual is ready to offer in a role performance may be dependent on the economic and socio-emotional resources received from the organisation.

Saks (2006, p. 34) added, "Employee engagement covers equally job engagement and organisation engagement". Saks's study is significant in that it deals with the issue of status. His work tackled the fears associated with engagement as a mere catchphrase, rather than a serious concept. Saks offered a persuasive debate that placed engagement as a scientific

concept, consequently removing barriers to academic works on engagement. His backing of the concept, as well as acknowledgment of the scarcity of scholarly research on it, encouraged subsequent scientific endeavours on engagement.

In a different study, Fleming and Asplund, (2006, p. 2) described employee engagement as “the capacity to capture the heart, head and essence of your workforce, to implant an inherent craving and passion for excellence”. This analysis inserts a spiritual constituent to the previously well-known debates of engagement across different studies (cognitive emotional and physical aspects of engagement).

Research by professional bodies on employee engagement was apparent in 2006 as the CIPD (2006) produced a review report entitled *How engaged are British employees?* The review’s findings had considerable academic backing from the research findings produced by numerous academics (Truss et al., 2006; Luthans & Peterson, 2002; May et al., 2004). Overall, the findings from the academic research summarises employee engagement as a psychological state and a passion for work.

This further supported some of Kahn’s (1990) three dimensions of employee engagement:

- Emotional engagement, meaning how emotionally involved employees are with their work”
- Cognitive engagement describing how focused employees are at work”
- Physical engagement, “being eager to go the extra mile for the employer

Overall, the findings show that, even after so many years, Kahn’s findings are still significant and dominant in a major study undertaken with 2,000 employees from across the UK.

Scientific awareness increased at the end of 2007 with publications debating the concept of employee engagement (Macey & Schneider, 2008, Saks, 2008). From this, literature reviews were contributed from disciplines including workplace behaviour, human resource management and psychology (Kular et al., 2008; Shuck & Wollard, 2010).

Employee engagement was later placed as a mediating variable in the job demands and resources model of work motivation and engagement as “work engagement is the psychological state that accompanies the behavioural investment of personal energy” (Schaufeli & Bakker, 2010, p. 22). Harter et al. (2002, p. 269) suggested that employee

engagement deals with “the individual’s involvement and satisfaction as well as enthusiasm for work”.

Leiter and Maslach (1998) described employee engagement as the opposite of exhaustion. They argued that engagement is “a vigorous know-how of involvement with personally satisfying actions that improve an employee’s sense of specialised efficiency” (Leiter & Maslach, 1998, p. 351). In addition, they proposed that the concept encompasses energy, involvement and efficacy (Maslach et al. 2001). Rothbard (2001) added absorption and attention as significant constituents of engagement.

Gallup was claimed to be the most consistent organisation to have researched employee engagement. Gallup researchers believed that engaged workers are “emotionally dedicated to their job, and willing to go beyond their fundamental job prospect as well as possess the desire to be key players in fulfilling the aims and objectives of their organisations”. Alternatively, disengaged employees were portrayed to be uninvolved and unresponsive about their jobs and workplace and made unpleasant remarks about their organisations (Blizzard, 2004). In the course of their study, an employee engagement questionnaire, which is also referred to as the Gallup Workplace Audit (GWA), was developed.

The questionnaire was developed through a 12-item measure of employee awareness of work characteristics as well as questions on employees’ general satisfaction in relation to their organisation as a workplace (Harter et al., 2002). The questions were referred to as a combination of rudiments that collectively can be considered to be employee engagement. Through the questionnaires’ findings, Gallup researchers labelled engagement as a blend of cognitive and emotional antecedent variables in the workplace (Harter et al., 2003). The definition was, to some extent, similar to Kahn’s notion, except with the omission of Kahn’s (1990) behavioural constituent represented by his physical engagement component.

Hewitt Associates LLC (2004, p. 2) measured employee engagement with an 18-item scale and describe it as “the states in which individuals are psychologically and rationally devoted to the organisation or group”. Hewitt’s study claimed that engaged employees exhibit three major characteristics:

- Say: Employees who constantly speak well about the organisation both to internal staff and customers,
- Stay: Employees who are willing to remain members of their organisation,

- **Strive:** Employees who work beyond the required roles to promote the wellbeing of the organisation.

In other words engaged employees, according to the above model, have a deep desire to be members of the organisation and are passionate representatives of their place of work; they refer the organisation to potential employees and consumers, and possess a willingness to go further than what is stated in their employment contract (Baumruk & Marusarz, 2004, p. 1).

Similarly the Mercer consulting an international provider of consultancy and investment services, viewed engagement as a state of intelligence where the employees have a common concern in the company's achievement and are both keen and motivated to perform to levels that exceed the stated job requirements (Mercer, 2007, p. 1). It is the outcome of how workers feel about the work experience, organisation, its leaders and the work environment. Mercer consulting further stressed that engagement is like 'the energy, passion or fire in the belly' workers have for their owners or, more particularly, what the employer is trying to achieve in the market. They went on to suggest that employee engagement fosters and encourages discretionary behaviour amongst employees, bringing out their best ideas and enhancing genuine commitment in the individual to the success of the organisation (Mercer, 2007, p. 1).

The CIPD (2007) suggested that engagement could be classified as a mixture of commitment to the organisation and its ethics, and an eagerness to assist colleagues (organisational citizenship). In addition, it goes further than job satisfaction and is not merely motivation. Engagement is part of what an employee has to offer; it cannot be demanded or required as a component of the employment contract, i.e. employees' discretionary effort towards the organisation (CIPD, 2007).

Ixia Consultancy (2014), argued that true engagement happens at an emotional level and that engagement can only be at its fullest when employees feel protected and safe enough to reveal their best personality at work and believe they are appreciated and respected for what they are doing in their jobs and responsibilities. It is also about the employee feeling associated with something better, by way of feeling involved and, at the same time, feeling that their personal input matters. Ixia's view of engagement is similar to Robinson et al.'s (2004) findings on the NHS, Their findings suggest that, the strongest driver of employee engagement is 'involvement in decision making' The degree to which workers are capable of voicing their ideas, views and values and have managers listen to such contributions is what moves employees to be fully engaged.

A Towers Perrin survey (2009, p. 3) describes employee engagement as a combination of three components:

- The cognitive constituent relates to employees' rational assessment of a company's objective and principles,
- The emotional factor relates to employees' sense of belonging and self-importance in the company,
- The behavioural aspect relates to the outcomes employers crave, such as retention and readiness to 'go the extra mile' for the organisation.

Their view on engagement followed a similar path to that of Kahn's (1990) engagement framework.

The Readership Institute (2004), similar to most of the other classifications of engagement, describes a completely engaged employee as 'an employee who is to work above the employment contract in order to make the company succeed'.

The Corporate Leadership Council (2004) is similar to the Readership Institute's view. They define engagement as "the degree to which workers commit to their organisation, how hard they work and how stretched their loyalty is to the organisation".

Roffey Park Institute refers to engagement as something employees seek to achieve. They claim that engaged employees are individuals who demonstrate a strong belief in the organisation, have a strong craving to work better, have a considerable awareness of the business context and, most importantly, respect and aid their colleagues (Robinson et al., 2004).

Most of the ideas put forward on employee engagement by the companies above seem one-sided. They all portray engagement as the employee feeling valued or having a certain sense of attachment and commitment to the organisation. Several of the definitions refer to the employee as an enthusiastic believer, showing pride and support for the organisation's values and goals (Dromey, 2014).

As can be noticed from so many definitions and explanations of engagement above, the construct employee engagement is rapidly becoming a concept that describes a decade of philosophy about how employees relate to their place of work. According to CIPD (2008), organisations that give credence to high levels of engagement are more likely to keep hold of

high-performing employees. In addition, Aon Hewitt's (2010) most recent global engagement survey indicated that companies with elevated levels of engagement (65% or greater) outperform the total stock market index and posted total shareholder returns 22% higher than the average in 2010. However, companies with low engagement (45% or less) had a total shareholder return that was 28% lower than the average. Nonetheless, research findings by Aon Hewitt in 2009 on global employee engagement, indicated that employee engagement is seriously decreasing. The global employee engagement research from 2008 to 2010 represents 6.7 million workers working in excess of 2,900 organisations. The general total standard employee engagement score plummeted to 56% in 2010 from 60% the preceding year. In reality, the 2010 engagement levels showed the biggest decline in employee engagement research in the last 15 years (Hewitt, 2010).

A key scientific development in the employee engagement construct was the emergence of the constructive psychology school of thought which moved the centre of attention away from pessimistic consequences of work burnout, to more encouraging drivers like engagement (Welch, 2011). The turnaround incited the appearance of additional scholarly work on engagement within this period (Maslach et al., 2001; Harter et al., 2002; May et al., 2004). A practical academic study (Luthans & Peterson, 2002) used Kahn's (1990) description of engagement as the basis and established a theoretical link between GWA and Kahn's (1990) work on engagement. May et al. (2004) used Kahn's (1990) qualitative model in their study and found psychological conditions of meaningfulness, safety and availability as positive predictors of engagement.

The different dimensions of the arguments posed by all groups involved in the employee engagement movement (consultancies, research institutes and academics) are similar as they all agreed that employee engagement deals with the psychological state of an employee that leads to various outcomes. However, in addition, few other studies focused on the roles the organisation may well play in promoting engagement. Dromey (2014) emphasised the necessity to align individual performance with organisational objectives as well as success. This will create a feeling of importance in the employees as well as show that their contributions and welfare are worthwhile and meaningful. Dromey's study for the NHS highlighted the need for employees to feel safe and secure, have an encouraging approach en route to their organisational goals and values. The study summarised an engaged employee as someone who is conscious of the business background and joins hands with co-workers to improve performance within the job and organisation. However, for such motivation to arise

in employees, the organisation must work extra-hard to develop and foster engagement which necessitates a two-way relationship of employer and employee. (Robinson et al, 2004).

Robinson et al. (2004) described engagement as employees having an optimistic approach with reference to their organisation and its principles, and an awareness of the business context. They included Harter et al.'s (2002) citation of Kahn's (1990) work on engagement, which made reference to the two-way role of engagement, and emphasised that 'the organisation ought to work hard to extend and foster engagement'.

Employee engagement as an engine in the talent management drive draws its resilience from the effectiveness of various environmental factors from inside and outside an organisation. Strategic employee engagement initiatives support organisational branding and reputation among employees (Kaliannana & Samuel, 2014, p. 1).

Further to employee engagement theories, Core Self-Evaluation (CSE) has also been found to be significantly connected with employee engagement. According to Lee and Michael's (2014) hierarchical regression, CSE was significant as a predictor of employee engagement. CSE describes people's feelings regarding themselves, others and the surroundings in general. According to Judge et al. (1997), individuals subconsciously evaluate themselves, other people and the world or reality. For example, people tend to consider themselves as weak or view others as untrustworthy. These general views influence how they react at work, thereby either creating engagement or disengagement. This finding supports Kahn's (1990) psychological condition theory: individuals engage more at work if they psychologically consider their work worthwhile, have a reliable work environment and have enough psychological resources to complete their job. This notion of CSE and its affiliation to employee engagement also correlates with Judge et al. (2000) who highlighted positive self-esteem as a pre-requisite for goal attainment. Locke et al. (1996) suggested that employees possessing high positive self-worth are intrinsically enthused because they recognise a challenging job as a deserved prospect from which they can benefit, while those with low self-esteem think of an difficult opportunity as a reason not to accomplish a task.

MacLeod and Clarke (2009, p. 33) listed four enablers of employee engagement:

- Strategic narrative,
- Engaging managers,
- Employees' voice,

➤ Integrity.

Strategic narrative: This is defined as “a strong, transparent and explicit organisational culture which gives employees a line of sight between their job and the vision and aims of the organisation” (MacLeod & Clarke, 2009, p. 31).

Engaging managers: MacLeod and Clarke (2009, p. 31) defined engaging managers as those “who offer clarity, appreciation of employees’ effort and contribution, who treat their people as individuals and who ensure that work is organised efficiently and effectively so that employees feel they are valued, and equipped and supported to do their job”.

Employee voice: MacLeod and Clarke (2009, p. 75) described employee voice as follows: “Employees’ views are sought out; they are listened to and see that their opinions count and make a difference. They speak out and challenge when appropriate. A strong sense of listening and responsiveness permeates the organisation, enabled by effective communication”.

Integrity: This is defined as “a belief among employees that the organisation lives its values, and that espoused behavioural norms are adhered to, resulting in trust and a sense of integrity” (MacLeod & Clarke, 2009, p. 33).

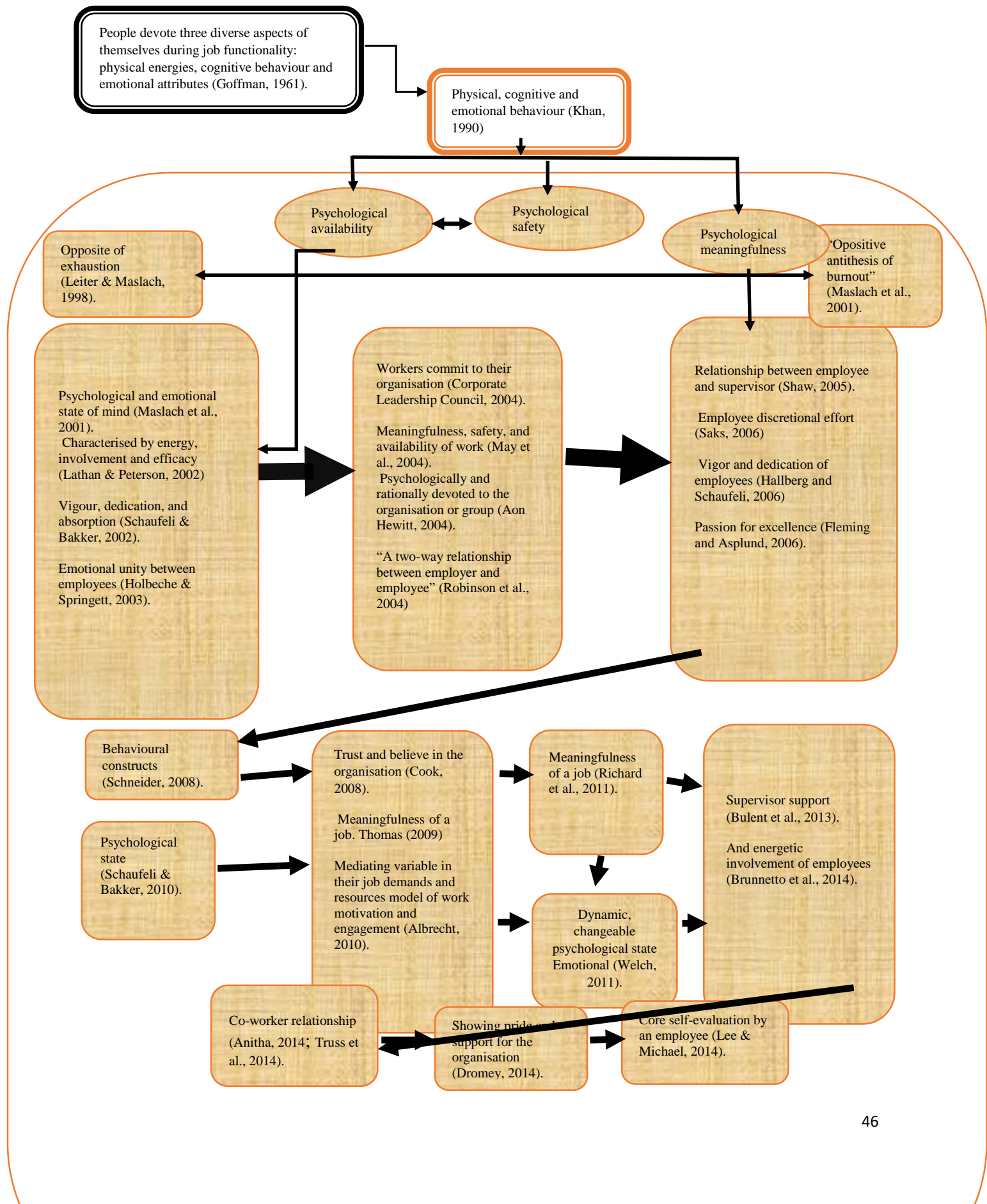
MacLeod and Clarke relied largely on case studies with employers and discussions with practitioners, rather than on statistical analysis. However, as Purcell (2010, p. 5) has shown, their conception of the four enablers of employee engagement – strategic narrative, engaging managers, employee voice and integrity – do seem to be borne out by the academic evidence.

Research conducted by Fabian et al. (2013) argued that psychological empowerment and socio-demographic variables, such as gender, marital status organisational tenure, job tenure, job position and education are all positive predictors of employee engagement; however, age and employment status were found not to predict engagement.

In concluding the various arguments regarding employee engagement, the following table outlines the various conceptualisations and the evolution of the concept.

The evolution of employee engagement

Fig 1.1



Looking at the diagram of the evolutionary process of employee engagement above, the concept still lacks a universal definition, though most of the study carried out to date still refers to either one of Kahn's (1990) dimensions of engagement; as a result, more work is still going on further to clarify and distinguish engagement from other concepts.

This study hopes to contribute significantly in that regard. There are 11 hypotheses for this study, from the above literature; the first set of hypotheses for the study was then developed:

H1: Job meaningfulness will positively relate to employee engagement,

H2: Job security will positively relate to employee engagement,

H3: Reward and recognition will positively relate to employee engagement,

H4: Organisational support will positively relate to employee engagement,

H5: Supervisor support will positively relate to employee engagement,

H6: Fairness and equal distributive justice will positively relate to employee engagement.

2.10 Drivers of employee engagement

Previously in this chapter, time has been taken to look at the different definitions, explanations and points of view on engagement by different organisations, consultancies and academics. One thing is certain: the concept of employee engagement is ambiguous and still lacks a universally accepted definition; however, Kahn's (1990) view has been influential across the studies of engagement.

Robinson et al. (2004) established substantial differences in the views of authors and actual descriptions of engagement and what drives engagement. They argued, "There is no easy answer as far as engagement is concerned. In addition, it is unlikely to find one particular approach or certain drivers that induce engagement, since employee engagement and its drivers may possibly differ in every organisation, and job itself" (Robinson, 2007). Additionally, "there is 'no definitive all-purpose list of engagement drivers (CIPD, 2007). Ketter (2008), adding to the debate, suggesting that, due to numerous studies that have been carried out on employee engagement, there are over 26 different drivers of engagement. O'Neal and Gebauer (2006) suggested that employee engagement drivers or definitions vary globally, depending on the country, culture and organisation. Hence, engagement is likely to be prejudiced by many interconnected factors. However, several studies have been carried out, with each itemising different drivers or different measurements of engagement. This section will attempt to review most of the engagement drivers identified across different studies, to give more in-depth knowledge on the engagement construct.

Most notable amongst the studies is the Gallup Q12 questionnaire of engagement. Gallup, potentially the most prominent firm associated with employee engagement, characterised engaged employees as "those who work with enthusiasm and feel a philosophical connection to their organisation and job, along with innovative mind-set to move the organisation forward" (Gallup, 2006). This definition views engagement as employees being passionate about their organisation and having a strong bond with the organisation, not because of the monetary value attached, but for the sole purpose of achieving organisational goals. Gallup developed the Gallup Q12 instrument, known as Q12 Meta-Analysis. A meta-analysis is a "statistical integration of data accumulated across many studies" (Gallup, 2006). Gallup researchers established 12 key expectations to which, they argued, form the foundation of strong feelings of employee engagement. These sets of questions, according to Gallup, are basic questions that every engaged employee should be able to answer yes to. So far, 1.5

million employees have participated in the Q12 instrument (Robinson et al., 2004). The questions are summarised in the table below.

- Do you know what is expected of you at work?
- Do you have the materials and equipment to do your work right?
- At work, do you have the opportunity to do what you do best every day?
- In the last seven days, have you received recognition or praise for doing good work?
- Does your supervisor, or someone at work, seem to care about you as a person?
- Is there someone at work who encourages your development?
- At work, do your opinions seem to count?
- Does the mission/purpose of your company make you feel your job is important?
- Are your associates (fellow employees) committed to doing quality work?
- Do you have a best friend at work?
- In the last six months, has someone at work talked to you about your progress?
- In the last year, have you had opportunities to learn and grow?

The Q12 Index (Robinson et al., 2004).

Another set of engagement drivers was developed by Siddhanta and Roy (2011). Their findings were presented at the International Conference on People Management. The drivers developed in their study were on the basis of 12 major studies conducted by research firms, such as Gallup, Towers Perrin, Blessing White, The Corporate Leadership Council and others. The drivers include:

- Trust and integrity: According to Siddhanta and Roy (2011), employees tend to communicate better with managers and organisations that are honest, trustworthy and go by their word. Such managers make employees more engaged in their jobs. This idea is also supported by Cleland et al. (2008), who indicate that employees trust managers who listen, encourage development, open communication, make time, respect individuals, encourage employees and are just and fair in providing feedback for their employees. This view can be argued to be similar to one of Sak's (2006) engagement models (perceived organisational and supervisor support). Sak argued that organisations and supervisors that encourage and support their employees are likely to have a more engaged workforce.
- Nature of the job: Siddhanta and Roy (2011) highlighted 'nature of the job' as one of the drivers of engagement. They claimed that for employees to be fully engaged, the job should be challenging enough to motivate them. Similarly Cleland et al. (2008)

identified 'work' as a driver of engagement. They argued that for employees to be engaged, the job should be challenging, have clear goals and accountability; there should be freedom to act, purpose and meaning, important work and resources available. This is also consistent with Kahn's (1990) idea of psychological meaningfulness of a job as an engagement factor.

- Career growth opportunities: : Siddhanta and Roy (2011) study suggested that organisations that lay more emphasis on employees' development and career path are likely to have more engaged employees than their counterparts.
- Pride: The study also found that an establishment with a good reputation instils admiration in their employees, thereby increasing their level of input in the organisation.
- Co-workers: The survey also found that good working relationships between employees could enhance engagement. Relationships with colleagues significantly increase employee engagement levels. Effectual and confident relationships between managers and co-workers are important if employees are to be engaged (Cleland et al., 1999, p. 5).

Another study was carried out by Towers Watson in May 2012. Towers Watson is a principal global service company that assists organisations in improving performance through efficient people, risk and monetary management. The study identified five top drivers, which they argued characterise engagement;

- Leadership: According to Towers perrin (2009), leadership is an effective tool in growing business. Hence, a capable and motivated leader will not only drive the business forward, but also find suitable ways of making employees work beyond their required role. Morgan (2004) supported the argument by suggesting that certain characteristics possessed by managers can be critical for employees to be engaged, in particular, a high-quality communication structure. In addition, Macey and Schneider (2008) stated that "bad leadership and management policies can have a negative impact on engagement behaviours".
- Stress, balance and workload: Engaged employees know how to manage stress and have a flexible work arrangement, i.e. a healthy balance between work and personal life. They also believed that for employees to be engaged in their jobs, the

organisation must make sure the employees understand the organisational business goals, steps they need to take to achieve those goals and how their jobs contribute to achieving those goals.

- Supervisors: Additionally, they argued that organisations must employ the supervisor's knowledge on how to manage employees, how to assign tasks suited for all employees' skills, and employ supervisors that will act in a dependable manner, be consistent with their words and, most importantly, treat employees with respect.
- Organisation's image: Besides the above mentioned drivers, the organisational image was also argued to boost engagement. Further review suggests that organisations must strive to build a brand name that is highly regarded by the general public, and display honesty and integrity when dealing with employees and business activities with the general public. This act can, to a large extent, propel the employees to be engaged.

In agreement with most of the already mentioned drivers, the Institute of Employment Studies in a survey carried out with the NHS, identified more drivers they believe propel an employee to be fully engaged. Their findings suggest that the strongest driver of employee engagement is 'involvement in decision making'. The extent to which employees are able to voice their ideas, views and values, and have managers listen to such contribution, is a strong way for employees to be more engaged (Robinson et al., 2004).

The opportunity for development in their jobs also increases the employee engagement level (Robinson et al., 2004). Furthermore, the degrees to which organisations are concerned for their employees' wellbeing. They also pointed out that, for engagement to be achieved, the managers will have to play an important role in fostering an employee's sense of involvement and values.

The study also found that other drivers of engagement are attached to the sense of feeling valued. However, it is also important to note that some of the drivers identified in their studies have been recognised to boost other concepts, like motivation.

Aon Hewitt is a leading research consultancy that specialises in global business consulting and talent management. The firm carried out a survey on engagement and its drivers and came up with factors they attribute to boosting engagement in employees. Aon Hewitt's global engagement research was carried out between 2008 and 2011. It included 6.7 million

employees and represents more than 2,900 organisations. The engagement drivers identified are:

- Quality of life: Quality of life is a factor that makes the employees feel relaxed. For example, physical work environment and the employees' work-life balance,
- Company practices that drive engagement according to Aon survey include policy and practices, performance management, brand alignment, company reputation and diversity,
- Rewards: This includes pay, benefits and recognition,
- Opportunities include, career development, training and development.

People that influence engagement include senior management, managers, colleagues, valued people and customers.

This analysis describes the employment understanding of what has changed, and what engages the current workforce. By identifying these drivers, employers can be aware of how to meet the needs of their employees and it highlights the specific areas of enhancement that have a major impact on engagement and production results (Aon Hewitt, 2012). The drivers highlighted in the Aon Hewitt survey are different from the IES (2003)' survey, although both studies recognised reward as a source of engagement. This heightened the argument that engagement is yet to have a consensus or an accepted definition or drivers. Below is a diagram representing the above survey.

Fig 1.2

AON DRIVERS OF EMPLOYEE ENGAGEMENT



This diagram represents what drives employees to be engaged at work (Aon Hewitt, 2012, p. 6).

The Wyatt Watson survey, carried out in 2008, revealed a few engagement drivers which include communication, compensation and benefit, customer focus, strategic direction and leadership.

- **Communication:** According to the Wyatt Watson (2008, p. 5), “communication is a principal predictor of firm performance as well as a driver of engagement around the world”. They suggested that organisations that encourage engagement via communication give their workforce straight answers to questions and concerns, institute dialogues among senior management and all employees, and act on employee contributions and concerns.
- **Compensation and benefits:** Their study symbolises a strong driver of engagement. This dimension encompasses far more than just pay levels. The Wyatt Watson studies indicate how linking pay to performance, maintaining peer pay equity, communicating the value of total compensation and ensuring satisfaction with benefits all drive engagement.
- **Strategic direction and leadership:** Strategic direction and leadership are key drivers of engagement. Employees need to have confidence in the future and to understand and trust what senior leadership is doing to make their organisation successful.

They also indicated that organisations with strong customer focus make customer satisfaction a top priority, base decisions on what is best for customers and hold employees accountable for customer service (Hewitt, 2012, p. 5).

In a different study, MacLeod and Clarke, (2009, p. 75) wrote a report for the CIPD on the main drivers of employee engagement. Their report summarised employee engagement drivers as:

- **Engaging leadership:** They argued that leadership is an important aspect in engaging employees. A good leader “ensures a strong, clear, and unambiguous organisational culture that gives employees a line of sight between their profession and the image and aims of the organisation”. Such leaders are tactical, anticipatory, proactive and employee focused. They provide an understandable strategic picture of where the organisation is going and why, in a way that gives workers information and an in-depth view of their own job (MacLeod & Clarke, 2009, p. 75).
- **Engaging managers:** Managers drive the organisation forward on a day-to-day basis. They are critical and offer transparency about what is required from employees and plays an important part in giving appreciation, feedback, coaching and training. They also indulge in treating people as individuals, with justice, equality and respect, and with a concern for employee well-being. They also make certain that work is planned resourcefully and effectively. In companies that do this well, managers treat people as individuals. Standard Chartered Retail Bank is a good example of the tasks managers engage in. The manager’s duty is summarised as “Know me, focus me, and value me” (MacLeod & Clarke, 2009, p. 75). Finally, the CIPD (2007) also added that managers who are fair and visibly committed to the organisation tend to increase engagement in employees more than their counterparts.
- **Employee voice:** Another factor identified by McLeod and Clark is employees feeling confident to air their views and be listened to, both in relation to how to do their work and in decision-making within their own department, by means of jointly sharing problems and challenges, and the commitment to arrive at solutions. In organisations that practice the above policy, there is a stable, liberated flow of information and ideas with transparency across the organisation. This entails having an administrator who is willing to pay attention to employees, who is not fearful of the division of labour (MacLeod & Clarke, 2009, p. 75).

- Organisational lives the values: “A conviction amongst employees that the business functions with the right ideals, and that good behavioural norms are adhered to, which leads to trust and a sense of integrity”. For organisations that practice this, ideals and behaviours are united, providing honesty, reliability and confidence in employees. Any problem between these creates mistrust and cynicism (MacLeod & Clarke, 2009, p. 75).
- Organisational purpose: Organisational aims and goals are a very important area in engaging employees; in particular, the morality attached to the organisation’s mission may have a differentiating effect on engagement. An investigation by Holbeche and Springett (2004) on how employees experience a sense of meaning at work, found that an organisation’s purpose/mission that centres strongly on customers is more likely to engage staff than those focused on shareholders, profits, or a mix of stakeholder needs; however, it is crucial that there is a comprehensible line of sight to this purpose in people’s day jobs if the motivational effect is to be achieved (MacLeod & Clarke, 2009, p. 75).

Engagement and engagement drivers have been mostly studied by organisations and consulting firms, creating a hole in the academic analysis of the concept; however, from the engagement drivers above, one can notice that the construct engagement is very broad and can have many drivers. Adding voice to the argument was Shaw (2005) who pointed out that “it’s arguably unfeasible to justly measure in a survey all the actions behind engagement”, due to the fact that, “there are potentially thousands of different individual actions, attitudes, and processes that might affect engagement” (Dicke, et al 2007, p. 7). Furthermore, it is also important to note that some of the engagement drivers identified by these studies have been also associated with other constructs; for example, Herzberg (1959) identified recognition as a driver of job satisfaction, as well as colleagues at work. Communication has also been highlighted as a driver of motivation. In addition, Greenberg and Baron, (2003, pp. 166-167) identified communication as a driver of commitment. However, employee engagement has gone a little further, identifying customer focus, strategic leadership, opportunities, trust and integrity, making the construct more of a three-way construct, i.e. between the organisation, the employees and the customer.

Saks (2006) is one of the few academics to study employee engagement. His research on engagement itemised five factors as the basis for employee engagement. These are

- Job characteristics: This could also be termed meaningfulness of a job as Kahn, (1990) portrays it,
- Perceived organisational support,
- Perceived supervisor support,
- Rewards and recognitions,
- Procedural justice and distributive justice.

Excluding procedural and distributive justice, other elements have also been recognised by other studies as drivers of engagement.

This study intends to incorporate some of Saks' (2006) framework of engagement, as well as Kahn's (1990) psychological conditions in measuring and predicting engagement drivers in the banking sector of Nigeria.

Another survey was carried out by Mollnaro and David (2005) of The Banff Centre. Six factors were itemised as predictors of employee engagement:

- Successful organisation: Every employee wants to be associated with success and, consequently, want to be part of a winning organisation. The phrase 'winning organisation' could mean the organisation is financially successful or that it is renowned as a leader amongst customers, or the organisation is ambitious, has a bright vision, core purpose and has a well-planned business stratagem in place (Mollnaro & David, 2005).
- Working for admired leaders: "Accepted leaders" are one of the most significant non-monetary drivers of employee engagement (Mollnaro & David, 2005). Organisations that have a strong network of admired leaders create the conditions for high engagement (Mollnaro & David, 2005).
- Having positive working relationships: Employees value functioning relationships with highly talented and proficient colleagues. As a result, organisations that can provide adequate qualified employees are likely to drive employee engagement high.
- Recognition and appreciation: Recognition is an additional vital driver of employee engagement and it has also been identified as a driver of job satisfaction (Herberg, 1959). Recognition could be "monetary rewards and compensation, but it also can

refer to the appreciation and direct feedback that employees receive from managers” (Mollnaro & David, 2005). This recognition and appreciation demonstrates that employees are valued and respected and that their contributions are acknowledged by the organisation. Robinson et al. (2013) demonstrated that ‘feeling valued and involved is one of the major employee engagement drivers’. Recognition also means that leaders notice the often unnoticed things that employees do to make their organisations successful (Mollnaro & David, 2005).

- Living a balanced life: According to Mollnaro and David (2005), organisations with cultures that value work-life balance and aid workers to achieve it, will be rewarded with extremely engaged employees. Work-life balance does not mean that employees are not loyal or committed to their organisations; it means that employees want to lead whole lives, not lives solely centred on work (Mollnaro & David, 2005).
- Doing meaningful work: Like Kahn (1990) and other related employee engagement studies, Mollnaro and David also identified meaningful work in their studies as one of the tools that drives engagement. Meaningful work “is often work that makes a difference or has an impact to the organisation”.

Employees often desire to see how their work affects the organisation’s vision and strategy. They also want to know that the organisation’s customers are ‘touched’ by their work (Mollnaro * David, 2005). Similarly, in the only study to empirically test Kahn’s (1990) model, May et al. (2004) found that meaningfulness, safety and availability were considerably correlated to engagement. Holbeche and Springett (2003, cited in Truss et al. 2008, p. 5) argued “people’s perceptions of ‘meaning’ with regard to the workplace are clearly simultaneous to their levels of engagement and, ultimately, their performance”. They argue that employees actively seek meaning through their work and, unless organisations try to provide a sense of meaning, employees are likely to quit.

2.11 Criticisms of employee engagement

The concepts of employee engagement and research on it have been subject to criticism. For example, the employee engagement concept has faced a lot of criticism for its considerable overlap with other concepts, e.g., job satisfaction (Newman & Harrison, 2008; Wefald & Downey, 2009). Nonetheless, similarities with concepts within the organisational science field are not new in research. For example, the meta-analysis relationship of commitment and job satisfaction found a correlation of .65 (Meyer et al., 2002). Such a strong relationship still

creates opportunity for a degree of difference with other resultant variables of interest and adds to our understanding of organisational phenomena.

Furthermore, engagement has been criticised for its inability to have dependable clarity and measurement (Masson, et al., 2008). Fine, et al., (2010) defined and measured employee engagement as satisfaction, commitment and discretionary effort. Mone and London (2010) defined and measured employee engagement using a combination of six distinctive constructs. Gallup defined and measured engagement with 12 Gallup questionnaires. All these conflicting engagement measures have contributed to the ambiguity within the concept.

Investigations on the engagement concept have been criticised for viewing engagement as a static trait (Dalal et al., 2008). This is a compelling argument, given that Kahn (1990) examined engagement as a state of mind experience in which employees adjust their selves to the ebbs and flows of daily work. Furthermore, the argument of whether engagement is a state or a behavioural concept has added more confusion to the concept. Some consider engagement to be a state (Schaufeli et al., 2002), while others have described it as consisting of a psychological state that has behavioural manifestations, yet others described it as a tool that increases organisational performance.

Despite the above-mentioned criticisms of employee engagement, more research is still being carried out on the concept, with the majority of findings supporting engagement as an employee performance enhancing concept. As a result, employee engagement and performance management cannot be entirely separated.

2.12 Engagement and performance management

The concept of performance management has been extensively researched and has been hypothesised to play a vital part in organisational effectiveness (Cardy, 2004). The theoretical argument in favour of employee performance is that it is a fundamental means through which tasks are accomplished and ought to be a priority of managers (Lawler, 2008). Nonetheless, previous research has shown that only a few employees actually believe that their organisations' performance system assists them in improving their performance (Pulakos, 2009).

Because of the vibrant, versatile nature of contemporary jobs, in the current work environment, achieving an increase in performance frequently entails less management of performance than facilitation of performance (Das, 2003), by creating the conditions for

performance to improve. An all-inclusive approach to performance enhancement undoubtedly requires control systems and the 'management' of performance in order to, for example, coordinate cascading goals (Pulakos, 2009). Nevertheless, the required outputs of knowledge-based economies are less agreeable to control by supervisors.

In the recent business growing economy, it is no secret that having top performing employees is crucial for growth and continued business existence. Organisations know that trained engaged employees not only drive performance, but increase originality and productivity as well as reducing cost of hiring and retention in a highly globalised market (Gruman & Saks, 2011).

The employees' level of engagement ought to be the concern of every business, since employee engagement correlates with performance, as established by numerous studies. Even more significantly, there is proof that improving engagement correlates with improving performance (Gruman & Saks, 2011).

Though a lot of study has been done linking engagement and performance, considerations of how to promote engagement as a desirable outcome of the performance management process remains a fantasy and represents a significant but untested development in the performance management literature (Sparrow, 2008). Studying employee engagement in the performance management process may well foster performance enhancement further than be realisable through a conservative focus on performance itself. As noted by Banks and May (1999, cited in Gruman & Sak, 2011), the conventional approach to performance appraisal is appropriate for stable jobs in which work procedures are practical and easily observable. Nonetheless, contemporary jobs are much less static (Singh, 2008). Currently, the description of a job and what characterises high-quality performance is more variable (Fletcher & Perry, 2001). Fletcher and Perry (2001) argued that the multidimensional and dynamic characteristics of performance are best explained by the evolution of concepts, such as emotional intelligence (Goleman, 1998) and the difference between task and contextual performance (Borman & Motowildo, 1993). To this list can be effectively added the concepts of creativity (Tierney & Farmer, 2002) and proactivity (Bateman & Crant, 1993; Grant & Ashford, 2008), which represent outcomes associated with behavioural engagement (Macey et al., 2009).

A lot of research has been carried out linking employee engagement to improved performance. Mone and London (2010) argued that if an organisation designs their performance management programme to align with employee engagement programmes, a

higher level of performance can be expected from the employees. Along these lines, Gruman and Saks (2011, p. 3) argued that a performance management processes will be improved by concentrating on employee engagement as a proximal outcome and a fundamental determinant of job performance.

Employee engagement is arguably a recent idea (Macey & Schneider, 2008); as a result, factors that lead to engagement might not be the same as those that lead to other traditional employee outcomes, for example, that of job satisfaction and organisational commitment and employee performance (Macey et al., 2009)

A closer look at employee engagement within the performance management practices may perhaps promote performance improvement beyond that achievable through a conventional focus on performance itself (Banks & May 1999). Schaufeli and Salanova (2007, p. 150) argued that engagement is 'essential' for modern organisations given the many challenges they face. Macey et al. (2009), in the same line of argument, argued that organisations can increase their competitive advantage and performance through employee engagement. A few other scholars support the notion and argue: "Employee engagement is key driver of individual feelings, behaviour, and performance as well as productivity, retention, financial performance, and even Shareholder return" (Bates, 2004; Baumruk, 2004; Harter et al., 2002; Richman, 2006).

Macey et al. (2009) report that, in a sample of 65 firms across different countries, 25% of engaged employees had an impressive return on asset and profitability of more than double the shareholder value.

The notion of engagement as a psychological construct is the widespread perception in most academic research studies. The consequences of employee engagement are very important given that both theoretical and empirical studies to date across different industries have found a variety of performance-based outcomes of engagement. Similarly, Bakker et al. (2004) studied Dutch companies and claimed that engagement is associated with both in-role and extra-role performance. Research conducted by Schaufeli et al. (2006) and Halbesleben and Wheeler (2008) in a US multi-sector survey, found comparable results for in-role performance and turnover intention. Harter et al. (2002) used a statistical approach to study 8,000 firms across different industries in 36 companies. Their study found that engagement is crucial for employee performance. Further inquiry by Salanova et al. (2005) found that engagement also has a relationship with business unit performance and with customer

satisfaction in service sectors. Xanthopoulou et al. (2009) established a link between the work engagement of restaurant employees and objective daily financial returns. Engagement is also related to safe working by employees in a meta-analysis of 203 separate samples (Nahrgang et al., 2011).

Furthermore, in a different performance-engagement related study, Towers Perrin conducted a more universal-based study in 2006 which integrated information obtained from an employee's perception-based research. The study sample included over 664,000 employees from more than 50 companies around the world, representing a variety of industries and firms of different sizes. It was a comparative study that evaluated the financial performance of organisations with highly engaged employees to their colleagues with a less engaged workforce. The research was conducted over a 12-month period. The findings corresponded to most of the other employee engagement performance-based surveys. The result established a significant difference in bottom-line results in companies with highly engaged employees when compared with companies with low levels of employee engagement (Gruman & Saks, 2011, p. 25). A most noticeable detail was the 52% gap in performance enhancement in operational income over the year, between companies with highly engaged employees versus companies whose employees had low engagement scores. The organisations with high levels of employee engagement were 19.2% higher in operational income, while companies with low levels of employee engagement decreased 32.7% over the study period. Comparably, Standard Chartered Bank in 2007 reported that branches with a statistically significant increase in levels of employee engagement (0.2 or more on a scale of 5) had a 16% higher profit margin growth than branches with decreased levels of employee engagement (Gruman & Saks, 2011, p. 27).

Arguing in favour of the Gruman and Saks (2011), Schaufeli and Salanova (2007, p. 156) claimed that engagement is "essential for contemporary organizations given the many challenges they face" and Macey et al. (2009) argued that numerous writers have sung the praises of engagement as a key driver of individual attitudes, behaviour, organisational performance, productivity, retention, financial performance and even shareholder return (Bates, 2004; Baumruk, 2004; Harter et al., 2002; Richman, 2006).

Despite the above claims, it is important to note that changes in places of work, such as decentralisation, a lack of direct experience and an increasing proportion of knowledge workers make it harder for supervisors to manage the performance of others, regardless of

how engaged they are (Fletcher & Perry, 2001). Pulakos et al. (2008, cited in Gruman & Saks, p. 124) noted that it is “tricky to manage and set objectives for employees in economies dominated by knowledge- and service-intensive jobs because such work is more varied and subtle”. Therefore, contemporary performance management procedures must, consequently, also focus on the creation of conditions for the engagement of knowledge workers in order to facilitate the type of enhanced performance desired in advanced economies (Gruman & Saks, 2011, p. 124). In other words, contemporary performance management is, to a great extent, about managing the context in which performance occurs as it is about managing performance itself (Jones, 1995). The overall notion was articulated over 30 years ago by Miller (1977) who believed that getting a better idea of the productivity of knowledge workers requires a focus on the environment in which work is completed.

Salanova et al.’s (2005) study claimed that the probable reason why engagement has been linked to employee performance is the mediating mechanism of the service climate. What this means is that, as a result of high engagement level by employees, energy is injected into interactions with customers and this may lead to a spill-over effect onto colleagues, leading to a more engaged place of work generally. This may also be why engagement might have an effect on performance outcomes in health care.

Looking at the above analysis of engagement and performance, it is clear that employee engagement, although termed as an emerging concept, has a lot of connections to individual and organisational performance and correlations with other constructs. It has also developed into top business precedence for senior management. The overall notion of both concepts is that when organisations work hard to put together highly engaged personnel, the resultant output will be employees who are exceedingly engaged. Comparable to the scientific theory of cause and effect which hypothesised that there are no actions that happen by chance, it is apparent that all things were caused by something physical or mental (Bergman et al., 2004). In this case, both mental and physical energies of employees, when directed positively, lead to high performance.

2.13 Employee engagement and the Nigeria economy

Nigeria is a country that is highly populated, and with this population comes demand on the government to provide job opportunities for its citizens. However, there are indications that governance in Nigeria has failed and has led to a massive decline in employee engagement (Oshilim and Akpesiri 2015).

The issues of governance, individual performance, employee engagement and organizational performance in the Nigeria banking sector has attracted and still attracting the attention of all stakeholders in the sector, (Oshilim and Akpesiri 2015, p, 1). This is as a result of the interaction of the “forces of corruption, inappropriate behaviour of political office holders, globalization, advancement in knowledge and technology, the unpredictability of human behaviour when given opportunities in the governance of a constituency, insatiable needs of employees, coupled with the constant changes that accompany organizational operations” (Oshilim and Akpesiri 2015, p, 1).

Over the years, employees in the Nigeria banking sector as well as other public sectors have been calling for improvement in public service delivery, salary structures, minimum wage, training and development and also ways to tackle the wide spread poverty, unemployment, failed infrastructures, high rate of corruption, and high cost of public services, (Nkogbu, 2015). However, this plea has not been tackled by the government and this has led to wide spread dis engagement amongst employees in Nigeria.

The reality is that an organization cannot perform to its fullest when its workforce is not happy, at the same time, employees cannot be very productive with low level of knowledge, skills and training.

Despite various government intervention programs in Nigeria, the declining rate of employee performance, low rate of employee engagement and the behavioural attitude of the bureaucratic system and public/civil servants is alarming. This attitude is very obvious in the Nigeria banking and public sector and has contributed to low level of individual performance as well as disengagement in Nigeria employees today.

The above situation is still evident in the Nigeria economy due to issues of leadership and accountability and the fact the employees always ask themselves questions such as; how

can one be meaningfully engaged when they have not been paid or rewarded for several months? How can one be productive seeing the gross mismanagement of funds? How can one be engaged when the organization/government do not care about their welfare? These questions have become some of the basic indicators that causes disengagement in the Nigeria economy

In most developed economy, the effects of governance on employee engagement and productivity in the public sector can be examined from the activities and actions of the political class over a country's public service. In developing countries, political corruption amongst other factors has resulted in declining level of employee engagement as well as decline in productivity in the public service and has impacted on the Nigeria economy badly.

It is often stated that employee engagement has slowly become one of the biggest issues facing HR professionals in today's competitive business environment; however, the role HR departments plays in fostering employee engagement has barely been researched. Therefore, the next section will look into the role the HR department plays in nurturing employee engagement.

2.14 Role of Human Resource Management (HRM) in employee engagement

A few years before the first concept measuring engagement appeared, Maslach and Leiter (1997) had categorised engagement as the opposite construct to burnout. This notion is consistent with the era in positive psychology that developed around the same time, when work engagement evolved as a consequence of research focusing more on success factors and motivation, as opposed to illness (Bakker & Demerouti, 2008; Schaufeli et al., 2006).

Previous studies on HRM argued that a well-managed and performing human resource department has a universal positive effect on employee outcomes (Kehoe & Wright, 2013). However, despite an ongoing debate on what really constitutes a high performing HRM, some studies have evidently proven that most high performing HRMs are aimed directly towards enhancing employees rather than adjusting to organisational decline, such as

downsizing and wage cutting (Paauwe, 2009). Nonetheless, it has been suggested that psychological contracts mediate the relationship between HRMs and employee outcomes (Paauwe, 2009). HRM research has not yet empirically tested this proposition.

According to Rousseau and Greller (1994), human resource activities have constructive effects on the psychological contracts of employer and employee over the course of employment. Psychological contracts are defined as “individual beliefs, shaped by the organization, regarding an exchange agreement between individuals and their organizations” (Rousseau, 1995, p. 9). Psychological contracts consist of beliefs made up by the terms and conditions of a formal agreement between the parties, which arise from interactions between employer and employee (Rousseau, 1989).

Only a few studies have been able to establish a connection between psychological contracts, HRM practices and a motivation or performance outcome. Bal et al. (2013) established mediation with relational psychological contracts between training and development and engagement as outcome. Accordingly, when employees receive the opportunity to take part in training initiatives and develop their knowledge, in addition to experiencing engagement, they also experience their employment relationship as more relational and long-term. Uen et al. (2009) also established a significant mediation but in regards to psychological contract fulfilment between HRM practices and performance. They argued that when HRM practices are part of the work context, employees experience their employment arrangement as open-ended and based on trust, and they will work harder due to these perceptions. It is therefore suggested that relational psychological contracts provide further insight about the intervening variables that exist between HRM practices and work engagement.

Increasing employee engagement and commitment has recently become a priority on the HRM agenda. Research shows that having an engaged and committed labour force can lead to various positive results, for example, lower turnover intentions (Allen et al., 2003) and superior organisational performance (Harrison et al., 2006; Harter et al., 2002).

Furthermore, research has argued that HRM serves as a link between the organisation and the employees (Guzzo & Noonan, 1994). This practice can also be assumed to be in the same sphere with signalling theory (Casper & Harris, 2008), which hypothesises that, given that employees are not always aware of the organisation’s intention, they rely on the human resource department to guide, direct and relate information from the organisation. Although some studies have shown that the role HRM plays gives confidence to the employees, this

leads to higher employee outcomes, such as high performance, employee engagement and labour productivity.

The employee engagement concept is steadily becoming an important and dominant part of the HRM vocabulary. Arrowsmith and Parker (2013, p. 1) argued that effective engagement initiatives require political astuteness and commitment on the part of HRM. This is because they require a clear business case focused on performance, not merely engagement itself, and an evidence-based approach to design and implementation. This potential appears to be furthered by the commonly observed restructuring of HRM into a 'business partner' role. Furthermore, a purposive approach to employee engagement involves HRM interrogating the employment relationship to address fundamental issues of employee voice, work design and management agency (Arrowsmith & Parker, 2013, p. 1). However, the exact mediating role of the psychological contract in the relation between HRM and employee outcomes has not yet been examined (Matthijs et al., 2013). Psychological contract means an employee's insight regarding the nature of the relationship with the organisation (Rousseau, 1995).

Findings from Matthijs et al.'s (2013) study suggest that not all HRM practices relate to employee engagement outcomes. A number of scholars have called for a contingency approach in determining why some HRM practices fail to achieve their ultimate outcomes (Purcell, 1999). However, other researchers believe that the effectiveness of HRM is dependent upon macro factors, such as organisational strategy, but also on micro factors, such as employee preferences (Matthijs et al., 2013). Amidst the whole debate on HRM, Matthis et al. (2013) believed that the mediating link between HRM and employee engagement lies on two basic HRM practices: developmental and accommodative HRM, although more emphasis and connection is made on developmental HRM as it is linked more to engagement.

2.16 Developmental HRM

Developmental HRM refers to HR practice such as training and development, job enrichment, etc. These practices are aimed at developing both the mental and physical strength of an employee. This particular aspect of HRM, known as developmental HRM, universally relates to a more relational contract and thus to higher employee engagement and commitment. Drawing from social exchange theory (Blau, 1964), developmental HRM is closely associated with social exchange theory. Since the developmental HRM aims to develop employees through training and other forms of job enrichment, it can be expected that this support will be reciprocated by employees through increased work engagement and

affective commitment to the organisation (Shore & Shore, 1995). Accommodative HRM, however, refers to those HRM exercises designed to meet the employee's need to ease workloads (Armstrong et al., 2009).

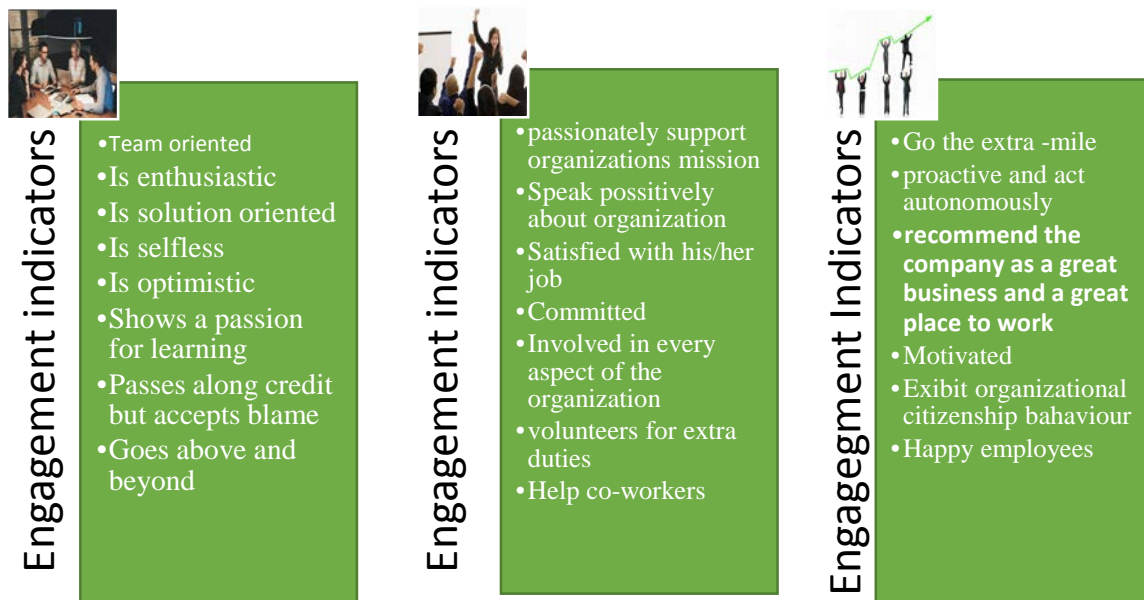
2.17 Accommodative HRM

The concept of accommodative HRM came into acknowledgment through disengagement theory (Cumming & Henry, 1961, cited in Armstrong, 2009). The theory hypothesised that, as a result of aging, people slowly withdraw from active participation with society and go into retirement (Baltes et al., 1999).

Finally, it is vital at some point to study the differences and similarities between engagement and other concepts as debates question whether engagement is an exceptional concept or a rebranding of other existing constructs of job satisfaction, commitment and job involvement (Macey & Schneider, 2008). Having extensively discussed different aspect of employee engagement fig.1 below gives a summary of the characteristics of an actively engaged employee.

Fig 1.2

INDICATORS OF AN ENGAGED EMPLOYEE



The next section will highlight a few key distinctions between engagement and other constructs; however, a broader explanation will be carried out later

2.18 Employee engagement and other traditional constructs.

Debate revolves around whether engagement is actually a new concept or just a rebranding of old concepts e.g. organisational commitment, job involvement, or job satisfaction. Many writers (Kahn, 1990; Saks, 2006; Macey & Schneider, 2008) have indeed tackled this debate and concluded that employee engagement is as distinct as Saks (2006, p. 602) defines it: “employee engagement is a distinct and unique construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance”.

2.19 Organisational commitment and engagement

The big questions about employee commitment is, ‘do employees actually profit by being committed to the organisation and work in general, or is another source of stress and strain an omnipresent trend in the modern workplace’? What are the tools by which commitment exercises its effect and what can establishments do to improve both organisational and employee outcomes? Though one of the objectives of this research is to address the differences between employee commitment and engagement, the study begin by identifying what is meant by commitment and other aspects of it that might relate to engagement. Based on this review of the literature, a hypothesis was developed to help explain both consistencies and inconsistencies in the research findings, as well as answer the research question and offer a set of propositions to guide future research.

The study of employee commitment has been viewed from different dimensions. A vital development in commitment studies has been the upsurge in attention given to different workplace commitments (Herscovitch & Meyer, 2002). This includes commitments to other organisations (professions and/or unions) (Vandenbergh et al., 2009), people (supervisors and teams) (Becker, 2009) and actions (goals and programmes) (Neubert & Wu, 2009). These commitments have all been found to have consequences for the employee’s goals and, in many cases, to the organisation as a whole. According to Ngugyen et al. (2015), commitment-based organisations claim that the organisational commitment of staff adds constancy and improved customer service and, as a result, increases business performance.

Additionally, findings in organisational justice research reveal that organisational justice is a significant element that shapes employee behaviours or attitudes at the workplace and the commitment of employees toward organisations (McFarland & Sweeney, 2005). As firms increase reliance on human capital, because it gives them a sustainable competitive edge

(Woolridge, 2000, cited in McFarland & Sweeney, 2005), organisational commitment becomes one of the most significant subjects in today's vastly competitive business setting.

The theory of organisational commitment has attracted extra consideration in the works of industrial/organisational psychology and organisational behaviour over the last two decades (Chung, 2001). The awareness of organisational commitment is not too different from that of the increased interest in employee engagement. The interest in both concepts has been rooted in the idea that a relationship exists between the commitment of employees and their job performance (Brown, 1969, cited in Ngugyen et al., 2015).

When the employees' perception of organisational commitment is positive, the employees' commitment to the organisation is not normative but affective, while Martin and Bennett (1996) argued that a person's organisational commitment can be determined by their perceptions of procedural fairness, and both distributive and procedural justice are antecedents to facet-specific job satisfaction.

Organisational justice has received considerable interest from research scientists (Folger & Konovsky, 1989; Greenberg, 1990). Stressing organisational justice may well lead to a positive outcome for the organisation, for instance, increased employee satisfaction (Folger & Konovsky, 1989), organisational commitment (Sweeney & McFarlin, 1993), group cohesion, teamwork, and creative resolution of differences within and between groups (Cobb et al 1995).

In the Nigeria banking context, organizational commitment have been found to vary based on demographic variables, educational levels, reward packages as well as leadership styles. Akinyemi (2014) found a possible relationship between employees' level of education and organizational commitment. Result from his findings shows that employees' level of education plays a very important part in employee's level of commitment. According to Akinyemi (2014), a low level of commitment is shown by employees with the lowest level of education while those with Masters' degree and above show a moderate level of commitment.

Furthermore, Akinyemi (2014) findings suggest that older employees within the banking sector show higher level of commitment when compared with the younger ones. This could be as a result of longer years of experience or length of services to the organization.

Furthermore, the concept of organisational commitment has been deliberated across numerous disciplines; it implies how workers feel, with reference to their association

(Armstrong, 2009). Early studies on the construct, viewed it as a one-dimensional construct, which focuses on employees' involvement and loyalty to their organisation (Porter et al., 1974). However, there have been conflicting arguments concerning commitment and engagement. A few studies (Robinson et al., 2004, Rafferty et al., 2005) have proven that commitment and engagement are distinctive, but mutually influencing, while others clearly state that engagement is similar to other organisational behavioural concepts with a new name (Schaufeli & Bakker, 2010). Another study implies that engagement influences job satisfaction, which, in turn, influences commitment (McBain, 2007).

Other studies imply that superior levels of engagement lead to higher commitment, and that engagement also seems to be a predictor of job satisfaction; as a result, higher levels of engagement can lead to higher job satisfaction, which in turn can increase levels of commitment (Kerstin et al., 2010). However, the main question is: how different is engagement from commitment? Though different authors have used the term commitment and engagement in diverse contexts, some common themes emerge:

Employees' satisfaction with their work and pride in their employer, the extent to which people enjoy and believe in what they do for work and the perception that their employer values what they bring to the table. The greater an employee's engagement, the more likely he or she is to "go the extra mile" and deliver excellent on-the-job performance. In addition, engaged employees may be more likely to commit to staying with their current organisation. (Vance, 2006, p. 3).

Uygur and Kilic (2009, p. 2) suggested that organisational commitment is the overall influence of an employee's recognition and involvement in an organisation. Organisational commitment, like employee engagement, has become an important concept to most organisations because it helps to increase employee performance and helps to minimise absenteeism (Uygur & Kilic, 2009). However, the concept of organisational commitment lacks a comprehensive definition. The reason is most of the researchers that have defined the concept based it on the area of study; hence, it is not surprising that the concept has many diverse definitions (Col, 2004).

The concept of organisational commitment was divided into two distinctive types: affective and continuance commitment (Allen & Meyer, 1984).

2.19.1 Affective commitment

Affective Commitment (AC) means the "emotional connection to the organisation such that the strongly committed person identifies with, is involved in, and enjoys membership in the organisation" (Allen & Meyer, 1984, cited in Uygur & Kilic, 2009).

2.19.2 Continuance commitment

Continuance commitment refers to apparent costs associated with leaving or abandoning one's organisation (Allen & Meyer, 1984). These costs may be both financial and non-financial (Becker, 1960, cited in Meyer et al., 2002), or lack of alternatives (Hrebiniak & Alutto, 1972, cited in Meyer et al., 2002).

A third distinguishable component of commitment, normative commitment, was later suggested which reflects a feeling of obligation to continue membership with a particular organisation (Allen & Meyer, 1990). Mowday, Porter and Steers (1982, p. 26) called it "the exchange based theory or the side bet theory". The theory proposed that employees are committed to the organisation provided they hold on to their positions, but they will seek alternative positions if the opportunity arises.

Porter et al. (1974, cited Uygur & Kilic, 2009), identified three components they believed made up commitment, which are (a) the acceptance of organisational goals and a strong belief in these goals, (b) willingness to contribute substantial efforts on behalf of the organisation and (c) having a definite desire to maintain organisational membership. Similarly, Mowday et al. (1979) stated that commitment encompasses an active affiliation between the organisation and employees, such that the employees are willing to go beyond the required organisational roles or give something of themselves in order to contribute to the organisation's well-being. Robinson et al., (2004) similarly indicate that organisational commitment is perceived as a contributor to business success. The emphasis of the Institute of Employment Studies research (2003) was on the importance of employee commitment on customer services which, in turn, impacts on customer satisfaction and financial out-turns (Robinson et al., 2004).

Employees with elevated organisational commitment have been argued to contribute significantly to the success of the organisation under competitive circumstances (Feldman & Moore, 1982 cited in Uygur & Kilic, 2009). Allen and Meyer (1984) later used the term 'affective commitment' to describe an employee's emotional attachment to an organisation, because they believe and identify with the organisation's goals. The Society for Human Resource Management noted that organisational commitment is a "willingness to persist with a course of action and reluctance to change plans, often owing to a sense of obligation to stay the course" (Vance, 2006, p. 5).

Vance (2006) further highlights that employees can be committed to numerous phenomena simultaneously. Additionally, he further discussed the emotional and realistic component. The emotional, according to Vance, is portrayed as an optimistic reaction toward an entity, the realistic being mindful and considerate to fulfil the commitments (Vance, 2006). The Centre for Advance Human Resource Studies (CAHRS) defines organisational commitment as “a method of recognition in relation to the goals of an organization’s numerous constituencies”. The goals can range from big organisational goals and values to a more precise formulation that specifies whose goals and values should be the focal point for multiple commitments (Reichers, 1985, p. 3).

There are many factors that could influence employee commitment. It could be commitment to the organisation, manager, occupation, profession or career (Meyer & Allen, 1991). Price (2009) argued that the greatest challenge in organisational commitment is getting people who regard themselves as professionals, e.g. doctors, lawyers, teachers, engineers, etc., to be committed to their organisations because such professionals are trained outside the organisation; consequently, they might be more committed to their association or union group. However, most organisations expect professionals to be fully committed to the organisational objectives which might conflict with union rules, hence; there might be issues with professionals committing to their organisations.

Most studies on organisational commitment have solely focused on employees’ commitment to the organisation. Donnelly (2000, p. 400) indicates that communication is the common thread that ties people, plans, strategies and commitments together. For him, a good channel of communication in an organisation can improve employee commitment. Greenberg and Baron (2003, pp. 166-167) put forward that companies that show their employees that they care enough are likely to find those individuals strongly committed to the organisation. In addition, Crosby (2000, p. 1) noted that employee commitment is affected by, and can be improved through, development activities. In explaining the importance of organisational commitment, Meyer and Allen (1991) revealed that organisational commitment is the most maturely developed of all the work on commitment constructs.

Mathieu and Zajac (1990) suggest that disparity in commitment levels may vary from one person to another because individuals are different with different priorities. In other words, commitments to the organisation depend on persons and the importance they put on organisational offerings (Javad & Gharakhani, 2012). For example, a career opportunity

offered by organisations, e.g. career development opportunities, if appreciated by employees, will enhance their levels of commitment. In addition, organisational commitment is critical to retaining and attracting well-qualified personnel (Javad & Gharakhani, 2012). Popoola (2006, cited in Javad & Gharakhani, 2012) revealed that personal factors such as religion, sex, length of service, marital status, age and level of education have an effect on the organisational commitment of records management personnel in Nigerian state universities.

Organisational commitment has been explained as a state and as an attitude respectively. A state commitment has been described as;

“an emotional state that set apart the employee’s affiliation with the organization, and has implications for the choice to maintain or discontinue membership of a particular organization, as well as “a psychological connection involving the employee and the organization that makes it less probable for the employee to willingly depart the organization” (Allen & Meyer, 1996, p. 252).

As an attitude, commitment is viewed as an employee’s strong wish to stay a member of a particular organisation with a willingness to apply a high level of endeavour on behalf of the organisation, along with an explicit trust in, and acceptance of, the ideals of the organisation (Luthans, 2005, p. 146). Similarly, Price (2009) suggested that commitment is an employee’s emotional attachment to the organisation, and it is a key tool used by organisations to gain competitive advantage and improve performance (Price, 2009). Organisations that encourage organisational commitment in employees have been found to possess more committed employees who have evidently been proven to work longer hours, apply greater ingenuity to resolve a problem and to maintain order (Price, 2009).

A few writers (Kahn, 1990; Saks, 2006; Macey & Schneider, 2008; Sparrow & Balain, 2010) claimed that engagement is dissimilar to organisational commitment and portray engagement as an antecedent, an aspect or a constituent of commitment. Meyer et al. (2010, cited in Welch, 2011, p.10) include organisational level engagement in their definition of the concept: “Engagement is experienced as enthusiasm and self-involvement with a task or collective (for example, organization), is fostered by a corresponding dispositional orientation and facilitating climate, and manifests itself in proactive value-directed behaviour”.

Meyer et al. (2010) separate commitment from engagement and instead incorporate the three aspects of commitment (affective, continuance and normative) into engagement research, which describes movement involving disengagement and full engagement with comparable change in commitment. This notion of the relationship between commitment and engagement

supports Macey and Schneider's (2008, p. 8) claim that "organizational commitment is a vital component of employees' engagement".

Wellins and Concelman (2005, p. 1) revealed that to be engaged is to be vigorously committed to the organisation. Robinson et al. (2004) suggested that, amongst the above components of commitment, the one with the closest relationship with engagement is affective commitment. This type of commitment lays more emphasis on the overall satisfaction employees get from doing their job, regardless of the monetary values attached, and their willingness to go beyond their required roles in order to achieve organisational goals. In addition, it goes further in capturing the two way assumptions of employee engagement. Since only a section of commitment can be strongly linked to engagement, commitment can be regarded as an aspect of engagement. In contrast, the type of commitment with little or no relationship with engagement, according to Robinson et al. (2004, p. 264) is referred to as "structural commitment". This type of commitment is a reciprocal form of commitment; employees with a high level of structural commitment view their job as 'transactional in nature', i.e., they give out labour for the exact wages they receive which is the direct opposite of engagement.

Employee engagement has been argued to have emanated from two organisational behavioural constructs (commitment and organisational citizen behaviour). Consequently it is not surprising when numerous studies confuse engagement and commitment or label engagement as "old wine in a new bottle" (Salanova et al., 2010, p. 12). Robinson et al. (2004) suggested that neither commitment nor organisational citizen behaviour have been evidently proven to have a two-way reciprocal employer/employee relationship associated with engagement. Similarly, Rafferty et al. (2005) concord with Robinson et al. (2004) indicating that, unlike commitment, research on engagement has clearly demonstrated that the relationship between the employer and the employee is mutually influencing and a great deal of respect is shared between the two parties.

Adding to the debate, Smith and Markwick (2009, p. 48) point out that "whilst engagement shares some characteristics with organisational commitment and job involvement, the emotional and physical elements of engagement are not necessarily found in job involvement, and the absorption and self-expression is lacking in organisational commitment".

Hallberg and Schaufeli (2006) claimed that employee engagement and organisational commitment are distinctive concepts, rather than a combination of the other two constructs

(job involvement and organisational commitment). In contrast, Ferguson (2005) argued that engagement is a global construct, which is a combination of job satisfaction, organisational commitment and intention to stay with an organisation.

Traditionally, an issue of intersection between organisational commitment and employee engagement has occurred in many studies. When you look at the definition of both concepts, they have a lot in common. For example, Porter (1974, cited in Armstrong, 2009, p. 336) defines commitment as the relative strength of an individual's identification and involvement with a particular organisation. Similarly, Robinson et al. (2004), following the same aspect of commitment, defines an engaged employee as someone who believes and identifies with a particular organisation. Both definitions share some common and related ground; they both look at an employee as someone who is actively involved with a particular organisation. In essence, both engagement and commitment affect and boost organisational performance (Armstrong, 2009, p. 254).

High organisational commitment has been found to increase engagement level and high engagement can be associated with high organisational commitment (Armstrong, 2009). However, not all committed employees are engaged and not all engaged employees are committed. This is because, as discussed earlier, commitment comes in different forms; for example an employee who is committed to their member union rather than the organisation cannot be engaged as engagement is job oriented. The same can be said about engagement: an employee can be engaged with his job without necessarily being committed to the organisation. In addition, engagement has been shown to be predicted by, for example, available job resources and corresponding results have also been found concerning commitment. According to Hallberg and Schaufeli (2006), employee engagement and organisational commitment are clearly different constructs with distinct features. Engagement and some types of work commitment (AC) refer to positive and emotional attachments to work and they also contain reciprocal, theoretical references to each other. They share some variation but do not overlap to such an extent that redundancy emerges (Rigg, 2013, p. 2). Engagements, however, have been found to be positively related, particularly with organisational commitment. Organisational commitments have also been found to be an outcome of work engagement (Kanste, 2011, p. 11).

According to Bakker et al. (2011), "the time has come to put to bed the notion that engagement is nothing more than a conceptual cocktail comprising commitment, job

satisfaction, organizational citizenship behaviour, turnover intention, and other organizational behaviour constructs". This is because there is currently adequate theoretical and empirical research indicating that engagement can be a vital stand-alone construct, free of other such constructs which, overall, are better conceptualised as outcomes of engagement (Marta et al., 2013). The confusion regarding the distinction has often been created by practitioners' views of engagement. Often, engagement has been viewed by practitioners in terms of organisational commitment, more specifically, emotional attachment to the organisation and desire to stay with the organisation. Thus, the way practitioners conceptualise engagement risks confusing it with other constructs, hence making it look like a re-branding of older concepts.

Marta et al. (2013) suggested that engagement is best conceived as the experience of the work activity, rather than a behaviour driven by the connection with the work role. Compared with organisational commitment, work engagement seems to be less related to turnover intentions (Hallberg & Schaufeli, 2006). Hallberg and Schaufeli's (2006) research on engagement and commitment differences in the health sector further implies that engagement and organisational commitment are more closely related than other organisational concepts, although it also appears that engagement is determined by the same factors that fuel motivation, while organisational commitment appears to be more dependent on job characteristics, indicating that it has less to do with intrinsic motivation than extrinsic circumstances. This further contradicts Bakker et al.'s (2011) notion that engagement is a lone concept, independent of other organisational behaviour concepts. This is because engagement, no matter how defined by academics or consultancies, is still attributed to other organisational behaviour constructs. For example, Hallberg and Schaufeli, (2006, cited in Marta et al., 2013), in trying to distinguish engagement from organisation commitment, further complicate the construct by attributing it to motivation. Regarding wellbeing, engagement, unlike commitment, has stressed the assumption of optimal functioning at work (Hallberg & Schaufeli, 2006). Supporting this idea, work engagement seems to be moderately correlated to life satisfaction. This statement adds to the inconsistencies within the definitions of employee engagement. A few other studies correlate engagement with job satisfaction rather than life satisfaction (Armstrong, 2009).

The findings from Marta et al. (2013) showed that organisational commitment predicts employee intention to remain with a particular organisation, while engagement predicts psychological wellbeing. Additionally, the results indicate that the pattern of relationships is

clearly different: the relationship between engagement and employee intention to remain is entirely mediated by commitment, and the relationship between commitment and psychological wellbeing is fully mediated by engagement. Furthermore, Marta et al. (2013) indicated that commitment, and not engagement, predicts intention to remain, and that engagement, and not commitment, predict psychological wellbeing in the sample of 232 active volunteers.

Researchers in psychology, such as McCashland (1999), have extensively worked on the relationship between both constructs; as a result, he defined employee engagement as, “commitment or engagement – an emotional outcome to the employee resulting from the critical components of the workplace” and used commitment and employee engagement interchangeably within the same sentence (McCashland, 1999). In addition, the Corporate Leadership Council defines employee engagement as the extent to which employees commit to something or someone in their organisation, how hard they work, and how long they stay as a result of that commitment (Klein, 2004). Wellins and Concelman (2005, p.1) suggested that engagement is “an amalgamation of commitment, loyalty, productivity, and ownership”. Similarly Vance, (2006, cited in Marta et al., 2013) added, “to compete in today’s competitive market, companies need engaged employees, companies need to win over the minds (rational commitment) and the hearts (emotional commitment) of employees in ways that lead to extraordinary effort”.

Historically, organisational commitment has followed a very similar path to that of employee engagement’s current path. Some of the current drivers found in different studies that lead to high engagement also correlate with high organisational commitment. For example, engagement has been significantly found to reduce employee absenteeism, as has employee commitment. Furthermore, Ferrer (2005, p. 11) indicated that feelings of being valued and involved, a sense of loyalty, connection and identification with the organisation and the extra effort on behalf of the organisation are all consistent similarities between definitions of employee engagement and organisational commitment.

Christian and Slaughter (2007) established that ‘dedication and vigor’, which are also components of engagement, are related to organisational commitment. Robinson et al. (2004) suggested that engagement is a stage above commitment. Additionally, Saks (2006, cited in Rigg, 2012, p. 3) claimed that organisational commitment differs from engagement in that it deals with a person’s attitude and level of attachment with the organisation, whereas

engagement is not just an attitude, but the attentiveness and absorption of a worker when performing his or her job task. Furthermore, organisational commitment deals with a worker's loyalty to the company where he or she is employed, indicating a focus on the organisation. Engagement focuses on the work itself (Maslach et al., 2001).

Many other variables have also been linked to organisational commitment, including job satisfaction, work environment characteristics and employee characteristics. For example, Simmons (2005) proposed that job satisfaction has a positive effect on organisational commitment and engagement. The argument in favour of organisational commitment is that employees who are committed to their organisations are less likely to quit than those who are not (Mathieu & Zajac, 1990).

An understanding of employee engagement and commitment requires organisations to recognise that different groups of employees, different types of roles and different generations may have different needs and expectations. Likewise, organisations may expect to have different levels of engagement from different groups or cultures and may need to manage those groups differently. Finally, Smith and Markwick (2009) summarised engagement and organisational commitment as follows: organisational commitment and job involvement may be encapsulated within the concept of engagement, and may result from engagement. Engagement may share some characteristics of organisational commitment and job involvement, but have distinct elements such as the emotional and physical elements that are not found in job involvement, and the fascination, dedication and self-expression lacking in organisational commitment.

The literature on whether engagement is a new concept or commitment renamed is still a debate and more research is required to tap into these studies; however, little or no research has been done in this area in the banking sector in Nigeria. Hence, this study will add to the debate on engagement and commitment. The hypothesis for employee engagement and commitment is thus formulated as:

H7: Three dimensions of organisational commitment (effective communication, organisational support and career development) will positively predict employees' engagement.

2.20 Employee involvement and engagement

Employees involvement has lately emerged as a very important organisational concept through which employee productivity is enhanced (Torrington et al., 2011). It has been described as the extent to which an employee is identified psychologically with his job as well as his organisation (Khan et al., 2011). The widespread analysis is that individuals with elevated attitudes to job involvement are expected to make more effort while performing their duties, perhaps demonstrating greater levels of in-role performance.

Previous research on involvement has shown that job involvement can be influenced by diverse experiences. Mudrack (2004), for example, projected that employees can become involved in their jobs in response to specific attributes of the work condition. Brown (1996) argued that employees can become more involved when, they have a meaningful or worthwhile role, employee discretion is encouraged, they uphold an understandable set of behavioural norms, constructive feedback is accessible in the job and there is a supportive rapport with supervisors and co-workers.

Osibanjo et al (2013) indicated that employee involvement is an integral part of good performance within the Nigeria banking system. Their findings shows that for organization to record outstanding performance, motivation and involving employees in decision making tends to play an important role.

Manuel and Lloyds (2003) suggested that involvement can be separated into components, the first facet being the 'extent to which workers are involved in the organisation and the second facet, the areas of their involvement in the organisation'. By extent of involvement, Manuel and Lloyds,(2003) refers to the people taking part in the involvement programme, that is to say, at which stage employees are offered the likelihood to work together or share weight in decision making (Manuel and Lloyds, 2003). It was additionally split into four stages, namely, first-line workers, supervisors, middle managers and top management.

A study carried out by Lawler et al. (1992) indicated that there have been two major arguments in favour of employee participation. First, it is a more effective way of management, second, it is a more ethical and satisfying way of managing an organisation. Despite the concept of employee involvement gaining its reputation from American business, over the years, the term has developed into a very useful and valuable concept to most companies. Human resource specialists and heads of organisations are now taking the term seriously (Cotton, 1993). By involving workers, having them participate in decision-making,

creating a democratic working environment and empowering them, there may be improvements in attitude and productivity (Cotton, 1993). Furthermore, Cotton (1993) defined employee involvement as a participative process to the entire capacity of workers, designed to encourage and empower employee commitment to organisational success.

2.20.1 Empowerment

Empowerment can be linked as a strong component of employee participation and has also been linked to engagement (Macey & Schneider, 2008). Macey and Schneider conceptualise empowerment as an antecedent or a condition of engagement. Empowerment has been explained as a two- and four-dimensional framework (Mathieu et al., 2006, cited Macey & Schineder, 2008). This includes empowerment as a feeling of authority, responsibility (Mathieu et al., 2006), self-efficiency, feeling of self-competence, belief in oneself and a feeling of control (Spreitzer, 1995). Most of the empowerment framework, identified above, connotes the views of employee engagement (Macey & Schineder, 2008).

Employee empowerment is not just a black and white term (Redmond & Johnson, 1998). Empowerment can be used to understand employee involvement more clearly. It is about achieving organisational goals and means getting everyone on-board towards achieving success for the business. Involving people in business today is no longer optional (Redmond & Johnson, 1998), it is now about a greater drive for success in today's competitive business environment. The movement towards worker participation can bring unimaginable gain; however, it can also be disastrous when mismanaged. The literature, so far, has laid more emphasis on bringing people on-board for businesses to be successful, but it has not taught how to manage a business (Redmond & Johnson, 1998). Organisations seek to empower people to achieve improvements in business performance. The question, however, remains: does it really work? Empowerment, as indicated by Redmond and Johnson (1998), is not just about organisational performance, as they argued (Lawler et al., 1992). It is believed that employee involvement is about values, treating people in different ways, seeing them as human beings with their own hopes and fears, with aspirations outside the work environment (Redmond & Johnson, 1998). Empowered employees should be treated with respect, their views and contributions heeded, their talent utilised, praises accorded for a job-well-done and constructive criticism should be given to them.

Empowerment is the pinnacle of employee involvement (Redmond & Johnson, 1998). It is based on the notion that, if organisations provide the right atmosphere, then you can trust

people to give their best for the business. It requires a high level of honesty, openness and integrity on the part of the top management. The problem, however, is that in most organisations, such mutual trust does not exist (Johnson & Redmond, 1998). It takes a long period of time to build and earn such mutual understanding between workers. The values associated with employee participation are more than just a set of aspirations. Employees should actively and whole-heartedly be involved as the values set by the organisation will gradually develop into a culture and a way of life for the organisation. People's behaviour towards each other, starting from the top, must be consistent with the organisation's values and should reflect in the reward system (Redmond & Johnson, 1998). It is just like HR vertical and horizontal integration, where HR strategies must align with the business strategy for the achievement of organisational goals. However, there is a problem with openness (Redmond & Johnson, 1998) as being open means sharing information with the entire workforce. Information is power, giving people more information is an indication of sharing power; what happens when an employee decides to leave the organisation with all the information he or she has got at her disposal about the business? The main question often is whether the organisation has created a culture that will enable every employee to suggest and contribute ideas. Businesses all over the world are looking for special ways of improving their brand and employee participation is one of the best ways of achieving greater performance (Mckenna, 2002, cited in Marchington et al., 2005). Marchington et al. (2005) argued that employee participation is often found to be particularly significant if workers are given the opportunity to influence a wider range of issues. Supporting the argument was Batt (2004), who suggested that employees on a self-managed team with greater involvement are more productive than other employees. Joining the debate, Bryson (2004) believed that managerial responsiveness is an important indicator of how employee participation works.

The involvement of employees in the organisation can be as an individual or group representation (Redmond & Johnson, 1998). It can be classified in several ways, ranging from direct involvement, requiring the participation of each individual, for example, in team briefings or problem-solving groups, to indirect or representative participation, for example, through workplace committees (Marchington & Wilkinson, 2005, p. 400). The degree of influence or power attached to each technique also varies significantly. According to Levine and Tyson (1990), there are three major types of involvement: representative, consultative and substantive. Representative involvement would include participation that consists of workers serving on boards, or some other formal representation, in which employees are able

to convey their views. The second type of participation is consultative which is similar to representative in that employees have the ability to make inputs into the work process but not through formal means, such as boards. The final type of participation is substantive. In substantive participation, employees are more likely to have control over the work process and be able to have a direct impact on their working life. This survey is established based on that which allows for a more accurate measure of employee involvement than would be the case in a firm-based survey.

2.20.2 The individual level involvement

As a group or representational system, the trade union fights for employee involvement rights, but as an individual, there have been various arguments whether individual involvement is a right or a privilege. Marchington et al. (1992) argued that the decision actively to involve the employee rests with the management who are able to limit and define the terms under which employee involvement can take place. In theory, Redmond and Johnson (1998) opposed Marchington's views. They argued that all activities leading to the direct involvement of employees are accessible to them both as individuals and in a group, but in practice it is not too clear

2.20.3 The group or representational system involvement

Hyman and Mason (1995, p. 21) use the term participation to refer to those initiatives by the state or union that promote the collective rights of employees to be represented in organisational decision-making. The emphasis here is on seeing the employees as a collective body fighting for their interest in the organisation through trade union membership. The trade union view was founded on the assumption that the organisation is a 'pluralistic organisation' with sectional and competing interests, which need to be formally regulated on a joint basis (Salmon, 2000). For the trade union, their interest on joint participation is a means of extending the employees' influence in the organisation decision-making process, particularly through enhancement and strengthening of the representational system (Salmon, 2000). Salmon,(2000) further noted that the more union presence, the stronger the employee presence in the organisation. However, Bryson (2004) indicated that the most effective voice mechanisms were a combination of individual direct and non-union representative participation, suggesting that the context for representation methods and the nature of the workplace affects employee involvement effectiveness.

Having looked at employee involvement, both from individual and group perspectives, the sole aim and purpose of any business is profit maximisation, therefore, the fundamental aim

of any employee involvement programme should be on increasing the profitability and success of the organisation, increasing the sense of common purpose and motivating employees to maximise their contribution (Salamon, 2000). These can be achieved commonly by understanding the employees' interests, supporting their commitment, respecting their values and welcoming their contributions to the organisation, regardless of what it may be. How then can we know when an employee is committed to achieving organisational goals? Or can a high level of involvement lead to commitment? Marchington et al. (2005) concluded by suggesting that the breadth and depth of employee involvement practices are associated with a higher level of organisational commitment and job satisfaction, which is highly distinctive from employee engagement. However, there are a lot of similarities between the two concepts, as identified by a number of writers. For example, Harter et al. (2002, p. 269) defined employee engagement as "the individual's involvement and satisfaction as well as enthusiasm for work". Similarly, Leiter and Maslach (1998) view engagement as the opposite of burnout. They define engagement as "an energetic experience of involvement with personally fulfilling activities that enhance a staff member's sense of professional efficacy" (Leiter & Maslach, 1998, p. 351). They consider it to be comprised of energy, involvement and efficacy (Maslach, Schaufeli & Leiter, 2001). Schaufeli and Salanova (2007) suggest that engaged employees are energetically and effectively involved in their work. This can occur through the investment of oneself in work activities. May, Gilson and Harter (2004, cited in Rigg, 2013, p. 34) postulated that job involvement is the result of a cognitive judgment about the ability of the job to satisfy needs and is tied to one's self-image; while engagement concerns how individuals employ themselves in the performance of their jobs. Furthermore, engagement includes, not only the use of vigorous passions, but behaviour and cognition. May et al. (2004) also suggested that engagement may be an antecedent to job involvement, arguing that persons who are deeply engaged in their roles come to identify with their jobs. Maslach et al. (2001) posited that engagement is characterised by energy, involvement, and efficacy but is different from job involvement in that it has broader involvement and could include other organisational behaviour concepts.

Job involvement and organisational commitment have also been linked; nonetheless, this study does not objectively go into detail regarding that aspect. The focus of this study is job involvement and engagement.

Several arguments associating job involvement with engagement have emerged in management literature. Macey and Schneider (2008) conceptualised job involvement as a

facet of engagement. Cooper-Hakim and Viswesvaran (2005) argued that job involvement is a psychological concept that communicates employees' level of dedication towards their jobs. The psychological feature of job involvement is what draws involvement to connote employee engagement. Brown (1996, p. 235) furthers the argument by stating that job involvement implies a comparatively complete state of engagement.

Salanova et al. (2005) suggested that job involvement could be placed as a feature of engagement, although not directly at the same level of employee engagement because engagement is broader. Maslach et al. (2001) similarly proposed that engagement is characterised by energy, involvement and efficacy. Another argument posited that employee involvement is linked to employee motivation and job satisfaction, which advances individual and collective performance (Peter et al., 2007). Involvement is not just a personality trend; group involvement and group representative unions are also forms of involvement, for example, trade unions.

The phrases 'employee involvement' and 'employee participation' have been used by different studies. In some, these two phrases are distinct, while in others they are synonymous. Both terms are frequently used in generalised and compatible ways to envelop all procedures and foundations of employees' power within the organisation (Salamon, 2000). Nonetheless, dissimilarity does exist. Employee involvement refers to the commitment and support employees have to achieve the organisation's aims and objectives, whereas participation is an opportunity provided to employees to take part and influence decision-making in the organisation (Salamon, 2000). CIPD (2010) described employee involvement as

“A variety of processes intended to engage the interest, understanding and optimal input of all employees in an organisation along with their dedication in achieving its objectives. Participation is described as ‘a process of employee involvement intended to afford employees with the chance to influence and take part in decision making on issues that affect them’ (CIPD, 2010).

Employee involvement, in contrast, is much more individualistic and unitary, it focuses on harnessing commitment to organisational goals and relies on the maintenance of management control (Robertson et al., 2009). Nonetheless, this research intends to use both terms as one.

The employee involvement concept first appeared in organisational literature in the late 1970s (Farnham, 2000); the Confederation of British Industry (CBI) printed their initial piece of employee involvement bond in 1979 (Robertson, 2009). These documents were produced to encourage the intentional development of employee involvement procedures within the industries (Farnham, 2000). Their primary intention was to form an open system of

administration, encourage effective communication and contribution of ideas within the industries. The overall notion is that it would present managers with the opportunity to have additional help and ease decision-making. It is a process designed to harness the talent and co-operation of personnel with a single intention (Salamon, 2000). The concept started gaining status in the 1980s as a result of the financial state of affairs of American businesses (Lawler et al., 1992). To do well and revive their businesses, American companies started looking for ways en route to improve performance; subsequently, the concept of employee involvement became a solution and practices such as linking employees' ideas to problem-solving, decision-making and financial success were initiated (Lawyer et al., 1992).

The advance of involvement was rooted in the belief that the organisation ought to be planned from top to bottom to enable employees to have adequate discretion and participate more enthusiastically in the organisation. Lawler et al. (1992) recommended that, for employees to contribute resourcefully, features, such as information and remuneration, should be made accessible to all levels of employees. This will allow employees to see the connection linking their effort and the success or failure of the business. In the same way, Marchington et al. (1992) described employee involvement as a procedure planned to improve employee awareness and commitment to the organisation. Organisations in Britain with over 250 employees are mandated to make known in their yearly report, as a result of the Employment Act 1982, the efforts put in place to promote employee participation (Farnham, 2000).

Looking at the above discussion, the sole aim of the job involvement construct was to increase employee participation within the organisation; hence the hypothesis for this research was formulated as

H8: Employees' perception of job involvement will positively predict employees' engagement.

2.21 Employee motivation and engagement

The word motivation derives its origin from the Latin word *motivus*, a form of *movere*, which means 'to move'. From the organisational perspective, the difference between employees being motivated and unmotivated is whether or not they are willing to move the organisation forward (Iqbal et al., 2012). Similarly, Ryan and Deci (2000, p. 1) suggested that to be motivated is to be stirred to do something. An individual who has no desire or stimulation to

do something is consequently considered unmotivated, while somebody who is eager or activated toward an end is referred to as motivated.

Employee motivation has been argued to be one of the most studied organisational behaviour constructs. Over 250 studies have been carried out on what actually motivates employees. The most prominent amongst them was the scale found by 27 associates of the Harvard Psychological Clinic in Boston, (Murray, 1938, cited in Robertson et al., 2009). The findings from their study were the first measurements of motivation and include the Thematic Apperception Test (TAT) (Murray, 1943, cited in Robertson et al., 2009). The TAT scale was further categorised into three broad classes by McClelland (1953), as the need for achievement, power and affiliation.

Baron (1991) claimed that employee motivation is the most crucial concern of present organisational research; for this reason, every organisation takes employee motivation as a serious issue within the organisation. Katz and Kahn (1978) suggested that, for organisations to function at their fullest, the organisation must employ motivated employees that are not just willing to join the organisation, but who are also keen to remain members of the organisation; employees that must be enthusiastic enough to perform their duties in a reliable and dependable manner, and who are willing and enthused to go beyond their obligatory role. The latter argument by Katz and Kahn has been the basic ideology behind Kahn's (1990) engagement concept. However, ahead of looking at the difference and similarities between engagement and employee motivation, it will be useful to look at a few conceptualisations of motivation.

Morehead and Griffin (1998) argued that motivating employees is one of the greatest problems managers encounter in organisations. Similarly, Nohria et al. (2008, pp. 78-80) indicate that for managers to motivate employees effectively, they must learn to satisfy the four fundamental needs of humans: "acquire (obtain scarce goods, including intangibles such as social status); bond (form connections with individuals and groups); comprehend (satisfy our curiosity and master the world around us); and defend (protect against external threats and promote justice)".

In a related study, Pinder (1998) described motivation as a set of internal and external factors in an organisation that influence work related behaviour and determine its structure, direction, intensity and duration. Internal and external factors here could be interpreted as intrinsic and extrinsic forms of motivation. Mitchell (1982) defines motivation as psychological processes

which cause the stimulation of, persistence and direction to the goal-oriented voluntary activities. This definition recognises motivation as an emotional process and an activity that is voluntarily given by an employee at their own discretion, thus linking motivation to the ideas of engagement as a discretionary behaviour of an employee. In line with the above argument, Edger (2009) suggested that providing proper tools for increased motivation in employees includes the managers making sure the employees are equipped with the appropriate authority or empowered to proceed as they consider necessary to complete their jobs.

The CIPD (2012), taking a different stand, believes that the most important factor in motivating employees is communication. They argue that every organisation needs to invest in sharing with employees the economic realities they face; by doing so, employees will feel more involved and motivated to share ideas regarding matters in the organisation. Furthermore, when monetary rewards are so limited, engaging each employee in candid and informed communication is crucial to sustaining the allegiance and momentum that will see the organisation through harsher times” (CIPD, 2012). Guay et al. (2010, p. 712) described motivation as “the reasons underlying employees’ behaviour or actions”. In other words, the way employees act in the organisation is subject to the kind of motivational programme designed by the organisation, i.e., the better the programme, the more motivated employees will be; while, the lesser the programme, the more demotivated they will be.

Gredler et al. (2004, cited in Emily, 2011) suggested that motivation is that part of an employee characteristic that makes him/her do or not do something. According to Robin and DeCenzo (2005, p. 4), motivation is the “the readiness to apply high level of endeavour to attain organisational goals, conditioned by the ability to satisfy some individual desires”. In this definition, two aspects are paramount for motivation to take place. The organisation must have a defined goal they wish to achieve and they must provide a platform to satisfy the employees’ needs. Kanfer et al. (2008, pp. 3-4) suggested that motivation is “the set of procedures that decide a person’s intent to assign personal resources across an array of possible actions”. Wright and Noe (1996, p. 350) view motivation as “a combination of unknown forces that makes people to behave as they do”.

One similar attribute in the above definitions is that they have two things in common: motivation is a behavioural phenomenon that acts on employees’ needs and if properly

managed can lead to goal attainment. Nohira et al. (2008, p. 264), in a survey of over 400 employees, identified four motivational indicators which they believed motivate employees:

Reward system: They proposed that if employees are rewarded according to their input in an organisation, it will form the basis to motivate them adequately. In addition: they argued that if an organisation can create a culture of togetherness amongst employees, encourage team work and encourage sharing of best practices, motivation can be achieved. Thirdly, job design: this factor, according to Nohira et al. (2008), is of the view that if organisations can make the job meaningful (jobs that are challenging and interesting) and also design the job to foster a sense of participation in the employees, motivation will be achieved. The idea of a meaningful job is consistent with the CIPD view of employee engagement where an engaged employee is one who sees their work as meaningful. **Performance-management and resource allocation:** This has to do with the organisation increasing transparency in dealing with employees, with an emphasis on fairness and building trust, granting rewards and other forms of recognition within the organisation.

2.21 Forms of motivation (intrinsic and extrinsic)

Intrinsic and extrinsic types of motivation have been extensively deliberated on. The difference between them has shed important light on both developmental and educational practices (Ryan & Deci, 2000, p. 1). A basic distinction between intrinsic and extrinsic motivation was explained by Herzberg (1959). Herzberg found that not all factors that motivate employees had expectations of treatment in work and if these expectations were absent it led to demotivation. Therefore, he argued that people's satisfaction and dissatisfaction are influenced by two independent sets of factors, which he named motivation factors and hygiene factors. The two factor theory assumes that job satisfaction and job dissatisfaction are distinctive from each other; consequently, they must be separated from each other.

Motivators can motivate but only if employers ensure that there are no demotivating factors in place. Employees find motivational factors (motivators) intrinsically rewarding. These factors are called satisfiers (Herzberg, 1959). Motivational factors include: growth, work itself, responsibility, sense of achievement, advancement and recognition. However, hygiene factors are those job factors which are essential for the existence of motivation at the workplace and do not lead to positive satisfaction in the long-term (Herzberg, 1959). In other words, hygiene factors are those factors which, when adequately accorded to employees in a

job, pacify the employees and do not make them dissatisfied. These factors are extrinsic to work. They describe the job environment/scenario. The hygiene factors symbolise the physiological needs which the individuals want and expect to be fulfilled (Herzberg, 1959). Hygiene factors include: company policies and administration supervision, interpersonal relations, status, working conditions and security salary.

Extrinsic motivation has to do with reward, usually in the form of financial or tangible rewards given to employees by their organisation, such as pay raises, bonuses and benefits (Thomas, 2009). They are referred to as 'extrinsic' because they are external to the work itself and other people control their size and whether or not they are granted. This form of reward is the earliest form of reward system and it is also the basic aspect of reward that employees tend to be attracted to initially in any organisation (Thomas, 2009). Besides pay being a very important factor in accepting any job offer, intrinsic reward, to a great extent, has been argued to form the basis of happiness in a job (Thomas, 2009). In addition, it is the type of motivation that is closely related to employee engagement. Intrinsic motivation is therefore defined as the doing of an activity for its inherent satisfaction, rather than for some separable consequence (Deci et al., 2000, p. 3). When intrinsically motivated, a person is moved to act for the fun or challenge rather than because of external benefits, pressures or rewards (Deci et al., 2000). The phenomenon of intrinsic motivation was foremost acknowledged within experimental studies of animal behaviour (Deci et al., 2000). It was discovered that some organisms engage in exploratory, playful and curiosity-driven behaviours, even in the absence of reinforcement or reward (White, 1959). Deci et al. (2000) went further to argue that employees with intrinsically motivated behaviours perform their jobs out of interest and to satisfy the innate psychological need for competence and autonomy. However, employees with extrinsically motivated behaviour are those employees that execute their duties because they are instrumental to some separable consequence and can vary in the extent to which they represent self-determination (Deci et al., 2000).

Thomas (2009) identified four intrinsic rewards that he believes drive employees to be more engaged in their jobs:

- **Sense of meaningfulness:** This reward involves the meaningfulness or importance of the job an employee is doing or the purpose an employee is trying to fulfil. Employees feel that they are on the path that is worth their time, effort and energy, giving a strong sense of purpose or direction (Thomas, 2009). This argument is in line with Kahn's (1990) engagement perception of psychological meaningful job.
- **Sense of choice:** Employees express their discretionary rights, feel free to choose how to accomplish the task, use their best judgment to select those work activities that make the most sense and perform them in ways that seem appropriate. The employees feel ownership of their job, believe in the approach they are taking and feel responsible for making it work (Thomas, 2009).
- **Sense of competence:** Employees feel they are handling their job well, that their performance or activities meet or exceed the organisational personal standards and feel a sense of satisfaction, pride, or even artistry in how well they handle the activities (Thomas, 2009).
- **Sense of progress:** This is achieved when the employees feel confident that their efforts are really accomplishing something. Feeling that their work is on the right track and moving in the right direction. They see convincing signs that things are working out, giving the employee confidence in the choices they have made and confidence in the future (Thomas, 2009).

The ambiguity of the concept enabled the conceptualisation of different theories in the past. These theories were used to explain extensively the influence, meaning and reasons behind employees' motivation. Some of these theories are also, to some extent, linked to employee engagement.

These theories are divided into 'content theories and process theory' (Viorel et al., 2009). Prominent amongst the content theories are: Maslow's hierarchy of needs, Fredrick Herzberg theory and Douglas McGregor theory X and Y, theory of Motivation. Process theories include: the instinctive theories of motivation, Derived or Reinforcement theories of motivation and the cognitive theories of motivation, (Steers & Porter, 1991, cited in Viorel et al., 2009).

Starting with the content theories, the most influential of all the content theories is arguably Maslow's hierarchy of needs. Maslow's theory grouped individual needs into 5 distinguished

categories: physiological needs, needs of security and safety, social needs (sense of belonging), needs of self-esteem and the needs of self-actualisation. The key strength of Maslow's hierarchy of needs theory is the recognition of individual needs for the purpose of motivating behaviour (Wiley, 1997, pp. 246-270). By appealing to an employee's unfulfilled needs managers may influence motivation. Furthermore, Wiley (1997) argued that motivation is not a one-sided concept. As the organisation trying to devise programmes as to what motivated employees, it is advisable to ask the employees their view. Wiley went on to argue that the best way of knowing what motivates the employee is to ask the employee, arguing that past studies focusing on this topic have noted what employees say motivates them to do their best work. Edwin (1995, cited in Wiley, 1997), arguing in favour of Wiley's (1997) view, indicates that managers should listen more than talk, because when you listen more, employees will tell you how to empower them to do more for the organisation. Furthermore, positive reinforcement for a job well done has also been identified as a very effective tool for motivating employees. In addition, positive reinforcement not only motivates employees, it teaches and, in the process, enhances self-image (Peter & Waterman, 1982).

The rationale behind Maslow's theory is that the satisfaction of a lesser need in the hierarchy paves the way for the subsequent level of need to become central. The concentration of the individual is then devoted towards the accomplishment of the superior need in the hierarchy. According to Maslow (1954), the self-actualisation need might never be satisfied. He argued that 'man is a continuously wanting animal' and only an unsatisfied need can motivate the behaviour, meaning that only the leading need can serve as a primary factor for behaviour motivation (Maslow, 1954). Maslow's theory gained great recognition within organisations; nevertheless, it was also extremely criticised, in particular for its inflexibility and that individuals are distinctive in nature and have diverse priorities (Viorel et al., 2009). Even Maslow accepted that it is difficult to believe that individuals' needs move forwards progressively and constantly towards the top of the pyramid in a very methodical way.

Frederick Herzberg's two factors theory: The theory was developed after research carried out on the sources of professional satisfaction and dissatisfaction for accountants and engineers. Hertzberg (1959) noted that the employees' good periods were mainly correlated to a particular task which they feel confident and rewarded for, particularly professional acknowledgement, achievements, promotions, responsibilities and the nature of work. Whereas, the unhappy periods in their work were frequently related to the context of their

work: the company policy, the management, the surveillance system, the salary and the work conditions.

Hertzberg considers that motivation and the increase of work performance can be only obtained through the action of motivational factors, which directly reflect the content of the executed work by the employee in his position (Herzberg, 1959).

The contextual factors symbolise the circumstances essential for the implementation of the work processes. However, this theory has also been criticised for not making any evaluation of the relation between satisfaction and performance (Viorel et al., 2009, p. 224).

Douglas McGregor theory X and theory Y: This has been considered as one of the best theories of motivation. In the course of his work, McGregor (1960) grouped employees into two categories. Employees that were liable to negligence: avoiding work as much as possible, lacking ambition and avoiding responsibilities were grouped as X employees. The X employees were unresponsive to the desires of the organisation and had inertia towards change. In effect, the X employee must be stressed, threatened with punishments, constantly controlled and penalised in order to be resolute to make the efforts required to achieve the business objectives (Viorel et al., 2009, p. 225). Whereas, the Y employees believed it is standard to put in adequate physical and intellectual efforts at work, at your discretion, taking different assignments and responsibilities and by being motivated by the related rewards. The Y employees are not forced or strained by any means to attain high performance, since they are motivated by the content of their work.

Along with the three content theories discussed above, there are also different process theories of motivation. The emphases of the content theories are on the specific factors that motivate the employees regarding certain necessities and aspirations (Viorel et al., 2009), whereas the process theories focus on the processes, on the psychological forces that have an effect on motivation. They start from the premise that motivation begins with the wish of doing something, generating expectations. Process or cognitive theories are more useful to managers than content theories because they offer more realistic principles regarding motivation techniques (Viorel et al., 2009). The best-known process theories are: goal setting, equity theory and expectancy theory.

The goal setting theory: This theory was developed by Lotham and Locke (1979). It states that the level of motivation and performance is higher when the individual has specific objectives established and when these objectives, even with a high level of difficulty, are

accepted and are offered performance feedback. The human resource specialists have an important role to play in establishing organisational objectives. The employees must participate in the process of goal setting to obtain their approval when setting higher and higher targets. Human resources can help them to understand the consequences of these targets over their entire activity. Feedback is also vital to maintain employee motivation, especially when targeting higher objectives.

The equity and justice theory: The theory states that people are more motivated when they are fairly treated and less motivated when there is no equity between employees. This theory only explains one of the features of the motivational process but an important one at an ethical and moral level. Adams (1965) first proposed equity and justice theory as a way of understanding how employees respond to situations in which they are treated more or less favourably in comparison to others (Kulik et al., 1990). According to the theory, inequitable comparisons result in a state of dissonance or tension that motivates the person to engage in behaviour designed to relieve the tension, e.g., raise or lower work efforts to re-establish equity or leave the situation that is causing inequity (Kulik et al., 1990, p. 241). Research on equity theory has examined the effect of inequitable comparisons on employee attitudes, expected to reflect the disagreement (e.g., job satisfaction), as well as behaviour intended to adjust or compensate for the inequity (e.g., theft, organisational citizenship behaviour). This theory tries to explain how employees can either be motivated or demotivated as a result of how the organisation treats individuality. For example, if a particular employee is treated more favourably than others, it could cause the demotivation of other employees, however, if equal treatment is afforded to every employee in the organisation, motivation might be achieved. It is also important to note that equity theory has been studied by many scholars in different contexts, including pay inequity, gender inequity, educational inequity or other forms of inequitable treatment in the organisation.

The expectancy theory: was initially elaborated by Vroom (1964) and then developed by Porter and Lawler (1968). This theory establishes a connection between the employees' motivation and the certitude of their expectancies. The motivation is possible only when there is a clear relation between the work performance and its results, the results being a means to satisfy a certain need. The theory suggests that motivation is a multiplicative function of three constructs: expectancy, instrumentality and valence. Many studies have previously used the expectancy theory of motivation to explain employee behaviours towards their job (Kulik et al., 1999). For example, Rasch and Tosi (1992, cited in Kulik et al., 1999) incorporated

elements of expectancy theory, goal-setting and the need for achievement in examining the perceived performance of software engineers. Similarly, Monge et al. (1992, cited in Kulik et al., 1999) explored the effect of two communication variables (information and group communication) and three motivational variables (perceptions of equity, expectations of benefits and perceived social pressure) on innovations in organisations that make use of Scanlon plans. (Lucero and Van Norman, 1997, cited in Kulik et al., 1999) incorporated features of expectancy and instrumentality in their employee involvement programme. Their survey found that higher motivational forces increased the likelihood that employees would volunteer to be involved. This research will aim to incorporate some of the features of expectancy theory in measuring relationships between motivation and engagement.

Cognitive theory: This probably is the most closely related to Kahn's engagement theory. While derived theory is referred to as hedonism of the past, cognitive theory is referred to as hedonism of the future (Steers & Porter, 1991). The major proponent of the theory is the 'belief, anticipation and expectations individuals have towards events of the future, thus behaviour is then seen to be purposive and goal directed' (Steers and Porter, 1991). One of the prominent advocates of the cognitive theory of motivation is Tolman (1932, cited in Steers & Porters, 1991), who argued that positive behaviours emerge from changes in belief about the environment rather than past habits. Similarly, Kahn's (1990) cognitive aspect of engagement made the same argument.

Other theories include the instinct theory of motivation which refers to motivation as an unconscious behaviour rather than rational (Steers & Porter, 1991), self-determination theory and reinforcement theory. Having discussed the concept of employee motivation, the next section will be devoted to looking at the differences and similarities between engagement and motivation.

Despite numerous arguments linking engagement and motivation, there is a considerable distinction between the two concepts. James (2002) argued that, although motivation could serve as a synonym for engagement, a little difference still exists. Whilst motivation amounts to manipulation and control, engagement is based on learning and involvement (James, 2002). He further argued that an engaged "mind-set develops the habit of cultivating a more cordial relationship with staff and colleagues" (p.27). This distinction tries to explain that, in motivation, the organisation can manipulate or control an employee through rewards, incentives and other means, but for engagement, employees willingly give themselves to their

job without anticipating or expecting any form of reward from the organisation. Similarly, Armstrong (2009) argued that individuals will be motivated only when what is required from them is likely to allow them to attain an objective and something they value, i.e., a reward (Armstrong, 2009). Whilst this is not the case for engagement, Smith (2012), in an article publication on employees' engagement also explained some distinctions between the concepts. They argued that engagement represents what is called 'kick', for example, reasons why employees would want to leave the organisation or are disengaged: corporate hypocrisy, favouritism and unclear expectations. For them, if all the above-mentioned issues can be avoided by an organisation, then, regardless of the reward system, employees might be more engaged and remain members of the organisation. However, motivation is more associated with 'keeps'. These are artefacts such as salaries, bonuses, benefits or tuition reimbursements that do not necessarily lead to being engaged (Smith, 2012).

Adding voice to the debate is the CIPD (2012). They argued that employee engagement goes beyond motivation and simple job satisfaction; it can be seen as a combination of commitment to the organisation and its values and a willingness to help colleagues. They went on to argue that, whilst motivation is a one way concept (organisations looking for ways to motivate employees), employee engagement is more of a psychological contract which includes "the perceptions of employer and employee of what their mutual obligations are towards each other and can be distinguished from the legal contract of employment which may offer only a limited and uncertain representation of the reality of the employment relationship" (CIPD, 2012).

Lee and Lee (2012) of the Aston University Business School, argued that employees with high levels of engagement are not always motivated and neither is it the case that motivated employees are always engaged. As is the case with engagement, employees can also vary in their motivation levels, but they can likewise vary in their orientation or type of motivation, which is a distinction not covered by engagement theories.

The closest similarity to engagement is seen in intrinsic motivations, which is about doing something because it is inherently interesting or enjoyable. Extrinsic motivation is about doing something because it leads to a separate outcome, such as a performance bonus, which differs from engagement theories. On the surface at least, engagement may share many similarities with intrinsic motivation: the idea is that if you create an engaging environment, employees should, in theory, enjoy their work more (Lee & Lee, 2012). However, this is not

always the case. Organisations can provide all the motivating features, but if the employee does not feel pleasure in doing his/her job, he/she will probably be unmotivated or even disengaged. For extrinsic motivation, the same applies: extrinsic motivated employees do their job because of the anticipation of a reward. In other words, an extrinsic motivated employee could be classified as not engaged. Elewa (2013, p. 37) argued that motivation could be linked to engagement on personal expectancy and satisfaction parameters.

A careful literature review on the conceptualisations of motivation has enabled the researcher to argue that most writers on motivation have arguably identified similar factors with little distinction as to what motivates employees to work harder. Factors like good wages, employees' need for achievement, power and affiliation, promotion and growth in the organisation, interesting or meaningful work, job design, good organisational culture, performance management and reward system are some of the basic factors that can motivate employees; however, it is important to note that as human beings are different, so is what motivates them.

Finally Fiona and Viki (2009, pp. 37-40) summarised employee engagement and motivation: "employee engagement and motivation are related, but are much more than providing a job and paying people, even in turbulent times". Their research revealed that, while financial rewards are important (extrinsic motivation) it does not necessarily lead to engagement; the intrinsic aspects of motivation lead to better employee engagement and higher levels of motivation. The hypothesis for employee motivation and engagement is thus:

H9: Three dimensions of employee motivation (expectation of reward, achievement power and affiliation) will positively predict employees' engagement.

2.22 Job satisfaction and employee engagement

According to Hoppock (1935), job satisfaction is a combination of psychological, physiological and environmental conditions that enable an employee to sincerely and truthfully say I am satisfied with my work. According to the above theory of job satisfaction, employee satisfaction remains an internal phenomenon, although external circumstances can also influence job satisfaction; however, job satisfaction remains something internal and ultimately deals with how the employees feel. Spector (1997), supporting the above argument, claimed that job satisfaction is basically how people feel regarding their jobs and different features of their jobs. It is the degree to which people feel at ease while at work.

Vroom (1964) noted that for job satisfaction, the emphasis is on the role of the employee in the workplace. Thus, he summarised job satisfaction as affective orientations on the part of individuals toward work roles they are presently occupying (Vroom, 1964).

The concept of job satisfaction has evolved in the last decade; previous study on the concept approached it from the perspective of need fulfilment (Porter, 1962; Wolf, 1970, cited in Armstrong, 2006). The need fulfilment theory tried to understand job satisfaction from the context of the physical and psychological need of employees and if this need actually grants job satisfaction. However, contemporary research has criticised this approach and tends to focus more on cognitive processes rather than the underlying needs.

The attitudinal viewpoint has developed into the predominant understanding of job satisfaction across various studies. Job satisfaction can be considered a global feeling about a job or as a related constellation of attitudes about various aspects or facets of the job. The global approach is used for the overall or bottom line attitude.

Job satisfaction embodies positive or negative emotional states that workers have towards their work. Job satisfaction is closely linked to an individual's behaviour in the workplace (Davis et al., 1985, cited in Armstrong, 2006). In addition, it is a worker's sense of accomplishment and success on the job. Just like engagement and traditional management concept, it is largely perceived to be directly associated with high productivity and personal well-being. Job satisfaction infers doing a job one enjoys, doing it well and being rewarded for one's efforts. It further connotes passion and contentment with one's work. Job satisfaction is a vital component that leads to recognition, income, promotion and the achievement of set organisational goals (Kaliski, 2007). The term job satisfaction refers to the attitude and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction. Negative and unfavourable attitudes towards the job indicate job dissatisfaction (Armstrong, 2006). Job satisfaction is the collection of feelings and beliefs that people have about their current job. The degrees of job satisfaction can vary from extreme satisfaction to extreme dissatisfaction.

Research has shown that the concept of job satisfaction is complex and multifaceted with varied meanings. The concept can mean different things to different people. This can be seen in how job satisfaction has been linked to different outcomes and constructs. It has been linked with motivation, though the nature of the relationship between both concepts is still unclear. One thing that is clear is that job satisfaction is not motivation, neither is motivation

job satisfaction. Job satisfaction is more of an attitude, an internal state, while motivation is more of an external state (Mullins, 2005). Another study argued that job satisfaction represents a feeling that appears as a result of the perception that the job enables the material and psychological needs (Aziri, 2008).

Along the same lines, Hayes et al. (2010) conducted an integrative literature review on the factors contributing to nurses' job satisfaction. They reported individual nurses coping strategies, autonomy, co-worker interaction as well as direct plan. Osibanjo (2012) study in the Nigeria banking industry found a correlation between training and development, employee retention and working conditions and employees' job satisfaction. In a different study, Iwu and Ukpere (2012) found that marital status, demographic variables, interpersonal relationship as a well as reward packages are all correlated with job satisfaction.

Organisations are well aware that employee job satisfaction is key to making employees happy; for this reason, organisations must pay special attention to the concept, especially the humanitarian perspective of job satisfaction. The humanitarian perspective implies that individuals should be treated fairly and with respect. To this effect, job satisfaction is, to some extent, a reflection of good treatment. It can also be considered an indicator of emotional wellbeing or psychological health (Kavita & Kalpana, 2012).

The utilitarian perspective implies that job satisfaction can lead to certain behaviour by employees, which affects organisational functioning (Kavita & Kalpana, 2012). Furthermore, job satisfaction can be a reflection of organisational functioning. Differences among organisational units in job satisfaction can be diagnostic of potential trouble spots (Kavita & Kalpana, 2012).

Coming back to engagement and job satisfaction, work engagement is a positive work-relevant experience and condition of the mind (Schaufeli & Bakker, 2004; Sonnentag, 2003). Empirical studies support a general belief that work engagement contributes to positive work and organisational variables, e.g., job satisfaction and performance (Harter et al., 2002; Saks, 2006; Sonnentag, 2003). According to Schaufeli and Bakker (2004), engaged employees experience positive states of mind and emotions at the workplace. Such positive experiences can be beneficial to work outcomes (Sonnentag, 2003). Moreover, engaged employees generally gain sufficient job resources (Hobfoll, 2001). Abundant resources can reduce stress brought on by job demands, which is negatively related to job satisfaction (Alarcon & Edwards, 2011; Schaufeli & Bakker, 2004; Macklin et al., 2006). Several empirical studies

have reported that work engagement fosters job satisfaction (Alarcon & Edwards, 2011; Giallonardo et al., 2010; Kamalanabhan & Prakashsai, 2009; Saks, 2006). As discussed earlier, job satisfaction is a construct that contains multiple components and categories of variables. These categories are briefly discussed below.

2.22.1 Categorises of job satisfaction

Most researchers recognise that job satisfaction is a global concept that is comprised of various components. The most typical categorisation of job satisfaction was by Smith, Kendall and Hulin (1969) who considered five facets of job satisfaction: pay, promotions, co-workers, supervision and the work itself. These five components are what Smith, Kendall and Hulin believed organisations should handle well, to create a great sense of satisfaction for the employees and their jobs. Locke (1976) adds a few other facets: recognition, working conditions, company and management. Furthermore, job satisfaction has also been separated into intrinsic and extrinsic elements whereby pay and promotions are considered extrinsic factors and co-workers, supervision and the work itself are considered intrinsic factors (Karcioğlu, 2012).

The SHRM carried out a survey in 2014 and within the survey they added the following categories:

2.22.2 Career advancement opportunities

Their survey on job satisfaction found a strong correlation between career advancement and job satisfaction. The survey indicated that organisations that promote career advancement in their employees are more likely to have satisfied employees.

2.22.3 Organisation's commitment to professional development

The SHRM research found that slightly more than one-third of employees in their organisation would like to work for organisations that are committed to professional development and that is very important to their job satisfaction.

2.23. 4 Relationship with immediate supervisor

Employees rated their relationship with their immediate supervisor as more important to their job satisfaction than benefits and compensation.

Harrison et al. (2006), in an approach similar to Robinson et al. (2004), proposed a unified attitude-engagement model, in which broadly positive employee attitudes are associated with better performance. Their focus is on broad job and work attitudes, such as job satisfaction and commitment. Using meta-analysis techniques, they accumulated the results from several

earlier studies to provide support for their model in which broad positive job and work attitudes are related to performance at work.

The argument on how different job satisfaction is to engagement has been on the increase. While a few studies suggested that they are distinct, others view both concepts as the same. The argument is understandably positive because a few studies (SHRM, 2014; IES, 2011) have shown that similar factors like pay, promotion, career development, etc., promote job satisfaction as well as employee engagement. Despite all the arguments, one striking commonality is that both concepts improve performance and business efficiency.

Lombardi (2010) suggested that employee engagement is different from job satisfaction because in engagement, the employees' priority and the organisational goals align, whereas job satisfaction relates to satisfying the employees' need, regardless of what the organisational goal may be.

Employee engagement was described in the academic literature by Schmidt et al. (1993) as a modernised version of job satisfaction. Riggio and Porter (2003) explained job satisfaction as "the overall emotion and approach an employee has towards his job". Catsoupes and Matz-Costa's (2008) study revealed that engagement is not simply satisfied with employment, rather, it connotes the passion and commitment the employee has towards the jobs plus the readiness to devote oneself in addition to exerting discretionary effort to assist the organisation to thrive.

Macey and Schneider (2008) argued that, "while there may be similarities between satisfaction and engagement, engagement relies more on activation, while satisfaction demonstrates satiation". Whilst job satisfaction may perhaps assess the situations that predict engagement, however, it does not directly tap the concept itself.

MacLeod and Clarke (2009) suggest that employee satisfaction and engagement vary in their analytical outcomes. Measuring job satisfaction does not clarify how individuals act or behave; however, measuring engagement assists in analysing behaviour. Macey and Schneider (2008) additionally suggested that job satisfaction measures the extent of employee satisfaction with the employment agreement. This is in contrast to how employees feel within their work (Simpson, 2009). The most important debate with reference to job satisfaction and engagement is which, in reality, comes first. Does satisfaction lead to engagement or vice versa? Van Rooy et al. (2011) claimed that most managers consider a satisfied employee to also be an engaged employee. The same applies to an engaged employee.

Robertson et al. (2009) claimed that job satisfaction and employee engagement differ in their extrapolative consequences over business outcomes; job satisfaction is a lesser predictor and lacks the two-way reciprocal features associated with engagement. Macey and Schinder (2008) suggested that, although some employees may perhaps be satisfied with their work, it does not essentially signify they are engaged. In addition, engagement regularly occurs in situations other than where one is satisfied with work, such as when impending deadlines and time pressure require an employee to work particularly hard (Frese, 2008).

Satisfaction relates to employee engagement, but the actions that take place as a result of stressors

do not fall under the domain of engagement. It might be argued that an employee under pressure exhibits comparable dedication and absorption, but it seems improbable they will feel the energy and enthusiasm that characterises engagement (Robertson et al., 2009). Similarly, Koscec (2003) argued that engagement might well be the ultimate expression of employee satisfaction. Whereas the Gallup organization acknowledged a correlation linking the concepts, they also observe a clear dissimilarity among them in their relationship to performance. Gallup researchers argued that satisfaction is often not correlated to performance or business outcomes, whereas engagement can predict satisfaction and other business outcomes (Bizzard, 2004).

Previous job satisfaction surveys suggests that satisfaction is mostly associated with pay and benefits from the organisation, whilst employee engagement is mostly attributed to an employee's discretionary effort towards the organisation (Blizzard, 2004). Similarly, Young (2007, cited in crush, 2007) indicated that employees can actually be satisfied regardless of employee performance. These findings suggest that there is no relationship between job satisfaction and employee performance.

Koscec (2003) claims that differences in both concepts exist in the way they are measured: satisfaction being a passive individual state while engagement is an active individual state. In addition, Perelman (2007) suggests that the major difference is with the application of discretion; job satisfaction does not encourage discretionary effort while engagement does.

Another study indicated that job satisfaction has a considerable influence on reducing employee absenteeism, turnover and psychological distress, while engagement does not (Davis, 1992, p. 69-73). Additionally, employees with high levels of job satisfaction exhibit a reduced propensity to leave their job in the same way as engaged employees (Sager, 1994).

Brown (1993) concluded his study by suggesting that employees with high levels of job satisfaction are more likely to be engaged.

Related, but distinct studies of Harrison et al. (2006) and Robinson et al, (2004) suggested an integrated attitude-engagement model, in which employees' positive attitudes are linked with better performance. Their primary initiatives were on broad job and work attitudes, such as job satisfaction and commitment. Using meta-analysis procedures, they accumulated the findings from a number of earlier studies to provide support for their model in which broad positive job and work attitudes are related to performance at work.

From the above explanation, it is evident that job satisfaction is different from engagement; however, it is also evident that both constructs are summarised as tools for increasing organisational performance. The hypothesis for job satisfaction and engagement is thus:

H10: Four dimensions of job satisfaction (pay, promotion, leadership and co-worker support) will positively predict employees' engagement.

2.24 Organisational citizenship behaviour and engagement

Smith, et al. (1983) published the first research article using the term Organisational Citizenship Behaviour (OCB). The work referenced Barnard's (1938/1968, cited in Harper, 2015) research on the willingness of persons to contribute efforts to the cooperative system. This was the first attempt at allowing individuals to work together to achieve the goals of their organisation. Furthermore, much of what is called citizenship behaviour is not easily governed by individual incentive schemes, because such behaviour is often subtle, difficult to measure, may contribute more to others' performance than one's own and may even have the effect of sacrificing some portion of one's immediate individual output (Smith et al., 1983, pp. 653-654). However, the major question of OCB is, 'what does it mean to be a good citizen?'

Kim (1999) defined a good citizen as someone who, of their own free will, assists a fellow citizen, participates in committee service and adds extra effort to accomplish a task, even when it inconveniences them. From an organisational perspective, good citizens are employees whose actions directly contribute to the development and smooth functioning of the organisation (Kim, 1999). Such actions are usually not part of the employees' formal duties, rather, they are voluntary actions offered out of selfless service to the organisation. Although such actions may often lead to promotion, benefits and other reward systems, by

definition, there is no direct connection between OCB action and any reward received as a result of the duties accomplished.

The concept of OCB originated as a result of Organ's (1988) effort to grasp the apparent failure of organisational researchers to find a significant relationship between individual job satisfaction and job performance. He insightfully queried whether the meaning of work performance might have been measured too narrowly. Organ stated the query with Katz and Kahn's (1966, cited in Kahn, 1990) idea of extra-role behaviours. Organ examined behaviours that were not vital, but feasibly might be significant. "These behaviours include any of the gestures (often taken for granted) that lubricate the social machinery of the organization but that do not directly inhere in the usual notion of task performance" (Organ & Bateman, 1983, p. 588).

Katz and Kahn's findings in Katz (1964) defined three types of organisational conduct required for efficient running of an organisation:

1. Employees must be convinced to come in and continue working in the organisation,
2. Precise role requirements must be accomplished in a dependable way,
3. Ground-breaking and spontaneous action must occur that goes beyond role prescriptions.

Katz (1964, p. 132) further argued, regarding the importance of extra-role activities that "an organization which depends solely upon its blue-prints of prescribed behaviour is a very fragile social system". Katz and Kahn (1966 cited in Khan, 1990) highlighted key concerns of the above argument; the discrepancy between numerous motivations that inspired behaviours—that is in part reliant on the scheme design and application of compensation and rewards. Organisations provide specific rewards to individuals based on membership without regard to specific in-role actions (Tiffany, 2003, p. 5).

Katz and Kahn (1966) advocated that system-wide recompense inducements might not lead to increases of desired in-role behaviours; however, they also made the conflicting statement that system rewards could be designed to increase cooperative behaviours among organisational members if all could benefit from cooperative accomplishments (Tiffany, 2003).

Some of the behaviour associated with OCB includes helping a co-worker lift a heavy object, showing a new employee the safest way to work, joining committees in the organisation, volunteering for the organisation's emergency response team and other related selfless services.

OCB behaviour was first introduced in management literature 20 years ago and means an employee performing his/her duty beyond the required role. The concept of work behaviour that is beyond the job scope is not new. Other organisational behaviour, e.g., commitment and engagement, have all been argued to possess the same characteristics (CIPD, 2010). However, OCB has received considerable interest since Organ published his book, *Organisational citizenship behaviour: The good soldier syndrome* in 1988. Since then, more published papers related to the concept of OCB constructs have increased intensely, from 13 papers during 1983-1988 to more than 122 papers during 1993-1998 (Podsakoff et al., 2000). This shows that, to some extent, OCB is very important in the contemporary business world. In addition, organisations tend to have comprehended the significance of extra-role behaviour. Research evidence suggests that those organisations that completely rely on written roles and behaviours are actually weak and probably will not survive in today's self-motivated time where innovation and being spontaneous is every organisations' desire (Wyss, 2006, cited in Mansoor, 2012).

Employee behaviour can be generally categorised into two: in-role behaviour and extra-role behaviour.

2.24.1 Extra-role behaviour

Research within the sphere of extra-role behaviour has identified individual actions associated with the concept of organisational extra-role behaviour. Such actions are characterised by the following four dimensions:

- Actions are discretionary and not part of the formal job role,
- Actions are intentional,
- Actions must be intended by the actor (or perceived by an observer) as being positive for the organisation,
- Individual actions are not directly connected to rewards.

However, it is imperative to note, "The disinterest does not necessitate an absence of awareness on the employee's part" (Van Dyne et al., 1995, p. 218). The inference regarding the extra-role description is that, while extra-role behaviours may well lead to recompense,

gaining rewards is not the employees' sole objective. Additionally, extra-role behaviours should have no direct link between an individual's extra-role actions and that individual's expected organisational reward. Furthermore, extra-role behaviour is behaviour that is performed beyond normal standards and not prescribed in the written rules of the organisation. These are behaviours for which one cannot be penalised or held accountable if not performed (Brief & Motowidlo, 1986, cited in Mansoor, 2012). The extra role behaviours are what Organ et al (2006) referred to as OCB.

2.24.2 In-role behaviours

These are behaviours of employees that are task-dependent and performed in all circumstances, as they are part of an employee's job description.

Social Exchange Theory (SET) has been widely used to explain many management theories and has also been quoted as a more clarified theory for why employees might act as good organisational citizens (D'Intino, 1999). SET suggested that employees implement OCB as part of their desire to uphold equitable and complimentary workplace relationships that go outside the benefits of the more impersonal contractual agreements (Tiffany, 2003).

The concept of OCB was literally conceptualised by Organ (1988) and his view on the construct has been widely accepted. Much published literature related to OCB often refers to the definition based on the works of Organ.

Organ (1988) defines OCB as a voluntary or discretionary behaviour of an employee towards the organisation which is not instigated by the organisation's reward system, yet promotes the effective functioning of the organisation. In other words, for OCB to occur, employees must willingly perform a duty not bonded by the pre-work contract and not in expectancy of any reward for such duty. Based on the above argument, Luthans (2008) argued that the inception of OCB possesses two theoretical foundations: employee personality and job attitude trait. The personality foundation of OCB reflects the employees' tendency to be cooperative, helpful, caring and assiduous towards the organisation and co-workers; whilst the attitudinal trait is that employees engage in OCB in order to show their love and appreciation for what the organisation has done for them (Luthans, 2008).

Attempts have been made by researchers to propose a different view or definition of OCB, nevertheless, these definitions tend to show a strong relationship with the findings of Organ (1998). Due to numerous surveys related to the concepts of OCB, such as pro-social organisational behaviours and organisational spontaneity, Podsakoff et al. (2000) highlighted

a fundamental problem concerning the unclear peculiarity in the widespread definition of Organ (1988). In reality, OCB is not purely extra-role behaviour of past formal job requirements as Organ (1988) and Organ et al. (2006) defined. Rather, OCB can be judged from the result of an action performed by an employee (Podsakoff et al., 2000). Similarly, Farh et al. (2004) suggested a probable resolution for the unclear distinction in the OCB meaning by focusing on outcomes. If a behaviour produces “[more] optimistic effects on the social, psychological, organizational, and political perspective, than on the technical context, that behaviour can be considered an Organizational citizen behaviour” (Farh et al., 2004, p. 241).

Organ (1988) further suggested that employees can display their citizenship behaviour in five ways:

- Altruism: assisting while a co-worker is feeling unwell.
- Conscientiousness: deeds that go further than the minimum requisite level.
- Sportsmanship: actions, such as enduring inconvenient circumstances devoid of complaints,
- Courtesy: behaviour that helps prevents problems in advance, rather than helping someone who already has a problem.
- Civic virtue, which refers to behaviour involving participation in overall organisational issues, such as discussing and speaking up about issues related to an organisation.

2.25 The social exchange perspective

According to Cropanzano and Michell (2005), social exchange connotes a kind of transaction that exists between two parties, in this case between an employer and employee. OCB theorists have characteristically conceptualised a ‘give and take’ relationship existing between two people (Organ, 1988). The interpretation is that organisations function partly as a result of mutually desirable relationships in which parties give and receive a variety of benefits, including socio-emotional benefits (Coyle et al., 2007). In other words, once confidence and trust develops to a critical level between both parties, employees will engage in behaviours beyond the minimum obligation, believing that the organisation will not take advantage of them, but rather, their wishes will be met through their unquestionable dedication to their organisation. In this regard, social exchange does not explicitly specify motives beyond the desire to maintain the exchange relationship.

Social exchange provided a tool for the instinctive relationship between attitudes and performance. The purpose was to create a scenario where every action or activity in the

organisation will not be based upon contractual obligations, but rather, through a more implicit and discretionary exchange of resources, including those more social in nature (Blau, 1964). According to this viewpoint, employees will engage in OCB as a sense of obligation to appreciate any form of perceived material or social benefits they have gained from the organisation (Organ et al, 2006). Social exchange has continually received a lot of credit for linking employee attitudes and OCB performance; however, Cropanzano and Mitchell (2005) argued that, despite all the research evidence linking both issues, many ambiguities remain. The reasons prompting employees to implement OCB and the stages involved are not always clear, as explained below.

There are three core features defining social exchange according to Organ et al (2006, p. 72):

- 1 “Voluntary actions of individuals that ‘are motivated by the returns they are expected to bring in’ (Blau, 1964, p. 91 cited in Organ 2006)”.
2. “The obligation by a party to reciprocate a benefit voluntarily rendered by some other party. However, the obligation is unspecified or time of reciprocation”,
3. “It depends on trust – that is, confidence that the other party will, in good time and in some appropriate manner and situation, reciprocate benefits, contributions, or favours; reciprocation cannot be enforced by appeal to third parties”.

The above statements largely cover the purposes of individual actions instead of the relationship itself. As a result, it is very difficult to fully comprehend the relationship without understanding individual motives and, equally, individual motives cannot be fully understood without appreciating the multifaceted nature of profits accrued through dynamic relationships. There are multiple benefits and motives underlying each action in social exchange (Fassina et al., 2008), making it difficult to identify where and when the ‘social exchange’ label may be applied to a set of transactions. Amidst all the descriptions of OCB, employee engagement is the concept most closely associated with OCB and also one of the objectives of this research.

Robinson et al. (2004) noted that the emergence of engagement came from features of two established psychological constructs: organisational citizenship and commitment (Meyer, 1997; Organ, 1988), although they also note that engagement is a far wider concept and is not completely identical with either. Organ (1988,) defined OCB as individual behaviour that is

discretionary, not directly or explicitly recognised by the formal reward system, and promotes the effective functioning of the organization.

By discretionary, it means that the behaviour is not part of the job requirement or the job description and not part of the terms of the person's employment contract with the organisation; the behaviour is rather a matter of personal choice, such that its omission is not generally understood as punishable. This definition of OCB is synonymous with engagement because engagement, like OCB, also deals with employees' discretionary effort in their jobs. Bateman & Organ (1991) went further to describe OCB as those extra work related behaviours that go above and beyond the routine duties prescribed by their job descriptions or measured in formal evaluations (Bateman & Organ, 1983). Since these efforts are made beyond the requirements specified in the job description, their presence cannot be enforced (Organ, 1988), and their absence cannot be penalised (Van Dyne et al., 1995).

Mansoor et al. (2012) argued that engagement leads to increased OCB because it focuses on employee involvement and commitment to the organisation, which lies outside the prearranged employees' contract. Similarly, Rukkhum (2010) found a positive relationship linking employee engagement and OCB. As previously discussed, OCB has numerous dimensions proposed by different researchers. However, this study has limited the work to seven relevant to this research and related to engagement.

Altruism, sportsmanship, loyalty towards the organisation, compliance, civic virtue, taking initiatives (at an individual level) and focus on self-development are dimensions of OCB undeniably associated with employees' active engagement (Robinson et al., 2004). But the dimension that is most strongly related to employee engagement is 'taking initiatives individually', which means going the extra mile (Dicke, 2010). However, several studies on the concept have revealed criticisms of this relationship. According to Robinson et al. (2004), employee engagement exhibits characteristics of both OCB and employee commitment but it is not identical with either, as employee engagement has a two-way nature.

Saks (2006) argued that OCB differs from employee engagement in the sense that OCB involves voluntarily behaviours that are not part of the job requirement, whereas employee engagement is a formal role an employee performs. Extra-role behaviour is not a part of an employee's job description, but Saks's view, as also argued by Dicke (2010), going the extra-mile is a common description of employee engagement which is a voluntary behaviour.

Macey and Schneider (2008) argued that OCB is behaviour that indicates being helpful to both co-workers and the organisation in general or doing 'something extra'. This view of OCB is also consistent with the common conceptualisation of engagement, e.g., 'going the extra mile'. Rigg (2013) points out that it is difficult to conceptualise OCB as engagement because 'going the extra mile' requires a perception of whether engagement refers exclusively to going 'above and beyond' the call of duty. In addition, Rigg (2013) argued that engagement includes behaviour that goes beyond what is typically ordinary. Furthermore, engagement is all encompassing behaviours that are characterised as OCB; although engagement is argued to consist of other aspects (Macey & Schneider, 2008). In an attempt to differentiate OCB from engagement, Robinson et al. (2004) claimed that OCB is not completely employee engagement. OCB does not replicate two features of employee engagement or the degree to which engaged employees demonstrate business alertness (Saks, 2006). The basic distinguishing factor of the two concepts is that employee engagement is principally concerned with the employees' core responsibilities at work (job oriented) while OCB deals mainly with extra-role behaviour outside the employees' key areas of responsibility (Shuck & Wollard, 2010). Whilst it appears some overlap exists, engagement differs as it possesses cognitive, emotional and behavioural components correlated with employee job performance (Saks, 2006). OCB, however, has only a behavioural component.

From the above definition, explanation and different views of OCB, it is clear that employee engagement and OCB are closely related, as both encourage employees' discretion; however, OCB lacks the two-way relationship found in employee engagement. Furthermore, while engagement is primarily concerned with discretionary behaviour in one's job (in-role behaviour), OCB's main concern is with extra-role discretionary behaviour both in one's job and other related jobs within the organisation. The hypothesis for OCB and engagement is as follows:

H11: Six dimensions of OCB (discretionary effort, altruism, civic virtue, conscientiousness, courtesy and sportsmanship) will positively predict employees' engagement.

Key points extracted from the review of the literature include:

- Satisfaction and engagement differ in their projecting influence over business outcomes. Job satisfaction is a weaker projector and does not involve the two-way give-and-take relationship attributed to engagement, Robertson et al. (2009).

- While engagement is strongly related to commitment as well as job involvement, the emotional and physical fundamentals of engagement are not found within job involvement and the absorption and self-expression is absent in organisational commitment. Saks (2006) indicates that organisational commitment is different from engagement since it relates more to a person's mind-set and affection in the direction of their organisation, whereas it can be argued that engagement is not simply an attitude; it is the extent to which an individual is conscientious of their job and how engrossed they are in their roles.
- Additionally, whereas OCB involves discretionary and casual behaviours, the focal point of engagement is one's formal functions, rather than extra-role and unpaid behaviour (Robertson et al., 2009).
- May et al. (2004) present a further analysis that job involvement is theoretically dissimilar to engagement, because job involvement is a solely cognitive act, while engagement includes an emotional and physical element. However, they imply that job involvement may well result from employees being genuinely engaged in their jobs.
- Hallberg and Schaufeli's (2006) results, on the contrary, indicate that engagement is a distinctive model, rather than a combination of multiple constructs. Findings from an existing study advance that organisational commitment and job involvement could be incorporated within the concept of engagement (Robertson et al., 2009).
- Engagement may share a few features with organisational commitment and job involvement, but it comprises distinct essentials, such as the emotional and physical elements that are lacking in job involvement, in addition to the absorption and self-expression lacking in organisational commitment (Robertson et al., 2009).
- According to May et al. (2004), engagement is most strongly allied with the constructs of job involvement and 'flow' (Csikszentmihalyi, 1990). Job involvement is defined as "a cognitive or state of psychological identification" (Kanungo, 1982, p. 342). This differs from engagement given that it is concerned more with how the individual employs him/herself during the performance of his/her job.
- The second associated construct to engagement is the perception of 'flow'. Csikszentmihalyi (1975, p. 36) described the idea behind 'flow' as "holistic feelings

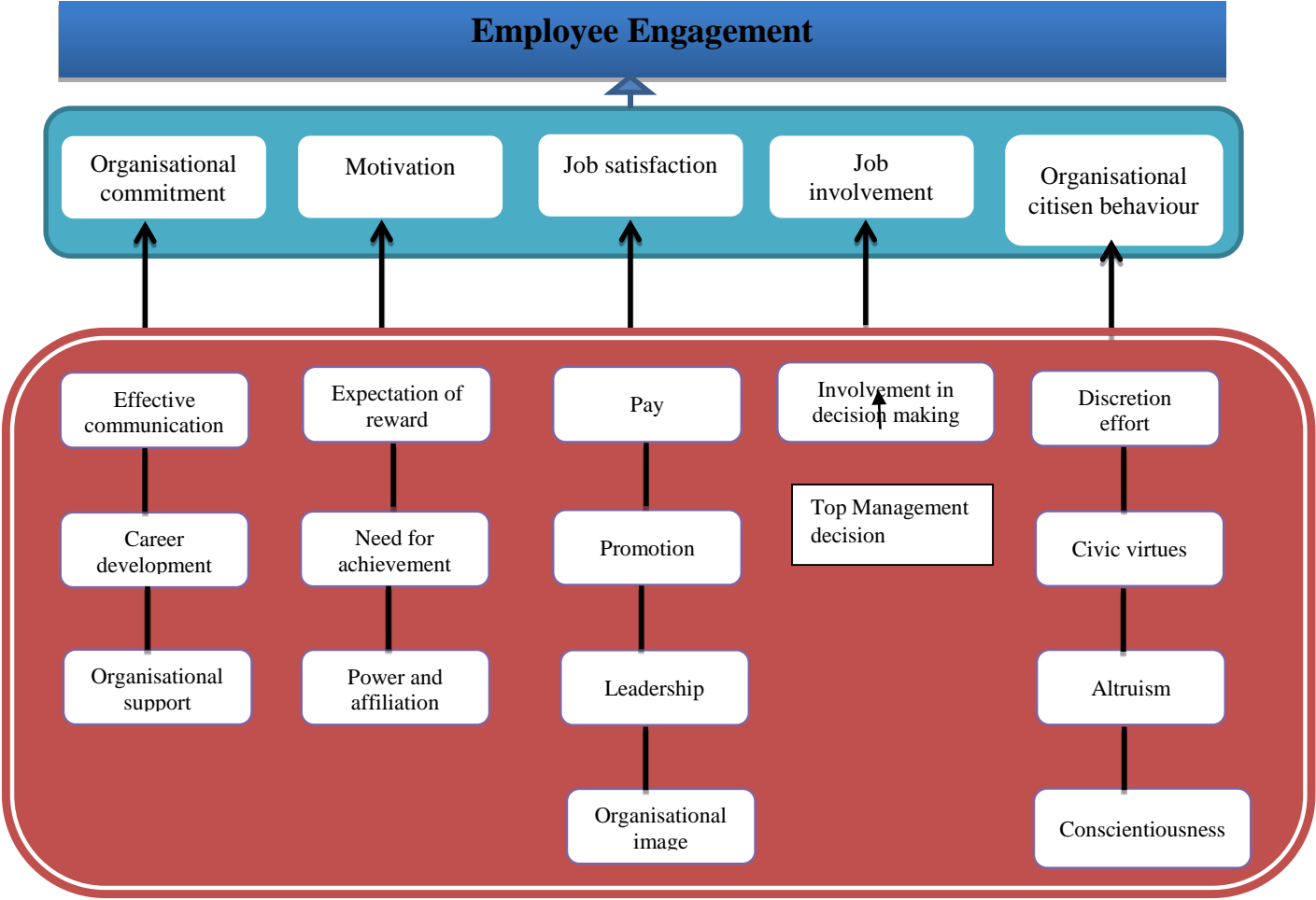
that people experience while they do something with full involvement” He further stated that individuals in a flow state require no external rewards to inspire them, because the role itself presents constant challenges and excitement. Nonetheless, flow is largely concerned with the cognitive involvement of individuals in an activity on a transitory basis; employee engagement implies a longer period of commitment and a more holistic involvement in work tasks (Kahn, 1990; Holbeche & Springett, 2003).

- OCB and engagement are the closest in meaning as both concepts centre on work roles outside the employment contract and both are equally affected by poor management (Dromely, 2014).
- In most literature, engagement and commitment are often referred to as the same construct (Heintzman & Marson, 2006). However, Koscec (2003) was of the view that engagement may perhaps contain certain features of employee commitment and other essentials of satisfaction; nonetheless, commitment lacks some qualities normally related with engagement, such as absorption and self-expression.

The above sections have highlighted the evolution of employee engagement, presented literature reviews, distinctions in the definition and meaning of engagement and other traditional constructs. It found that engagement and other constructs are unique, but related as they are all positive work-related psychological states that lead to improved performance management (Albrecht, 2010). However, since engagement is (1) defined and (2) measured differently from other related constructs, it is logical to recognise them as distinct constructs, (Welch, 2011). In addition, employee engagement has been extensively explained by different consultancies, organisations, and academics, although there still exist some discrepancies on the concept of engagement, as to whether it is a state of the employee’s mind or an approach designed by the organisation. However, following an intensive review of the literature, the research conceptual framework is as follows: ‘To what extent are (a) motivation (b) involvement (c) job satisfaction (d) organisational commitment and (e) organisational citizen behaviour predictors of employee engagement’?

The diagram below explains the conceptual framework of this research; the researcher identified specific drivers of each of the concepts that appeared across many studies. The drivers were then used to formulate the hypotheses and interview questions for this research. This will enable the present researcher to ascertain the extent to which each of the major constructs in the study predicts employee engagement.

Fig 1.4 RESEARCH CONCEPTUAL FRAMEWORKS



Rationales for the research conceptual framework

Table 5

| Authors | Parent Concepts | Sub variables/Key indicators |
|---|--------------------------------------|--|
| Murray, (1938) Deci & Ryan, (2000) | Employee Motivation | Expectation of reward Need for achievement Power and affiliation |
| Smith et al.,(1969) Cross, 1973, Heckman & Oldham, (1975) Khaleque & Rahman, (1987) | Job satisfaction | Pay, promotion, leadership, recognition, security desired |
| Crosby, (2000) Gibson et al (2000) Greenberg & Baron, (2003) | Employee commitment | Effective communication Organisational support Career development |
| Manuel & Lloyds, (2003) | Employee involvement | Involvement in decision making |
| Organ,1988 | Organizational-citizenship-behaviour | Cons Altruism Conscientiousness Civic virtues Discretion effort Sportsmanship |
| Khan 1990 Shore, L.M. & Shore, T.H. (1995). Eisenberger et al (2000) Maslach et al., (2001) Sak (2006) Xu & Thomas, 2011 | Employee engagement | Job meaningfulness Job security Rewards and recognitions Perceived-Organisational Support (POS) Perceived Supervisor Support (PSS) Fairness and justice Organisational image |

Table five summarizes this research conceptual framework. Conceptual framework is an analytical tool with several variations and contexts. It is used to make conceptual distinctions and organize ideas. They are abstract representations, connected to the research project's goals that direct the collection and analysis of data (on the plane of observation – the ground).

Everyday connotations of engagement refer to involvement, commitment, job satisfaction, motivation, organizational citizen behaviour, enthusiasm, absorption, focused effort, zeal, dedication, and energy (Schaufeli, 2013). In a similar vein, the Merriam-Webster dictionary describes the state of being engaged as “emotional involvement or commitment” and as “being in gear”. These work attitude elements have all been used in the research of employees’ engagement with each yielding different findings. This study is unique because in developing the conceptual framework above, all these place of work variables were put into consideration. The reason is because this study wants to eliminate most criticisms faced by employee engagement research in the past as a result; the research has incorporated all the major parent concepts that have in previous research overlaps with employee engagement.

The first section indicates names of prominent authors who have researched each of the parent concepts used for the study. These authors were selected due their research paper ratings and their findings have been validated across many studies and disciplines. The sub-variables/key indicators are antecedents to the parent concepts; these antecedents were incorporated into the employee engagement framework and through these key indicators, the hypothesis/questionnaire questions were developed. However, it is also important to note that the antecedents to the parents concept highlighted in this study are not the only antecedents to the concepts. However, after an in-depth research on the parents’ concepts, the selected antecedents were found to have been highlighted and validated across many studies. Consequently, the current researcher decided to incorporate them into the study of employee engagement.

Chapter Three

Research Methodology

3.0 Introduction

The primary aim of this study is to investigate the antecedents/predictors of employee engagement in the banking sector of Nigeria. To achieve this, recent engagement models were examined to build a valid conceptual framework to contribute to the concept of employee engagement.

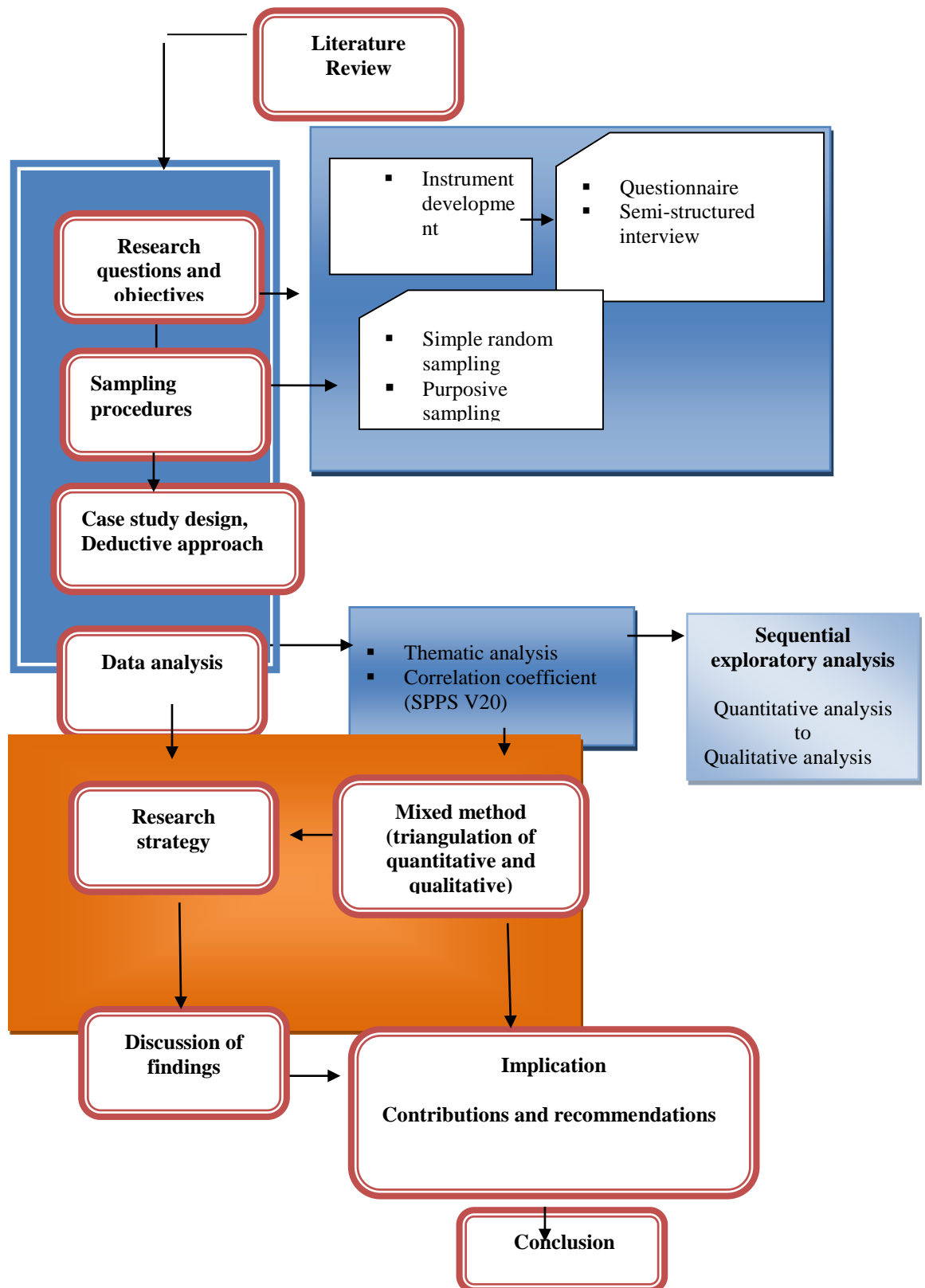
The starting point in this chapter is to identify the relationships between engagement and its predictors, e.g., involvement, motivation, job satisfaction, organisational commitment and OCB. This is followed by the establishment and implications of the relationships between the various predictors after data has been collected and analysed.

Furthermore, this chapter explains the research questions, research aim and objectives, the research strategy, research philosophy and techniques for data collection and testing.

There were a total of 804 employees as a sample population, 750 questionnaires and 54 interviews were intended for data collection within the banks in Nigeria. Because of the tripartite nature and systems of administration in the Nigerian banking industry, the population sample and questions drawn are a true representation of the desired data needed for this research.

To further explain the research methodology, fig 1 has been drawn to elucidate the approaches and design adopted for arriving at the research findings.

Fig 1.4 METHODOLOGY OF THE STUDY OF EMPLOYEE ENGAGEMENT IN SELECTED NIGERIAN BANKS



3.1 Research procedures

In objective one, the researcher identified key antecedents of employee engagement:

- Job meaningfulness
- Job security
- Rewards and recognitions
- Perceived Organisational Support (POS)
- Perceived Supervisor Support (PSS)
- Fairness and justice
- Organisational image

Based on the review of the literature, these antecedents were used to measure the effects of employee engagement in the selected banks in Nigeria.

In objective two, in establishing the relationship between job involvement and employee engagement, the researcher looked at various engagement and job involvement studies. The researcher then considered past studies of job involvement and then incorporated some of the involvement framework into the employee engagement concept for hypothesis testing. The findings from the hypothesis testing were further used to formulate interview questions. One of the job involvement frameworks incorporated into the employee engagement study includes, “employee involvement in decision making”, especially regarding matters that concern them and the effects of top management decisions on employee engagement (Manuel & Lloyds, 2003).

In trying to understand whether employee job satisfaction also relates to employee engagement, a number of frameworks were considered. These theories all identified factors, such as pay, promotion, the job itself, supervisors, co-workers, hours of work, environment, recognition, security, job autonomy, benefits, promotion and supervision as factors that can lead to an employee being satisfied with their job. Some of these factors were also incorporated into the employee engagement concept whilst formulating the questionnaire and the hypotheses testing.

In measuring organisational commitments' influence on engagement, selected models and theories were analysed and factors identified by past studies as having played an important part in employee commitment were highlighted. Gibson et al. (2000, p. 400) indicate that communication is the common thread that ties people, plans, strategies and commitment together. For them, a good channel of communication in an organisation can improve employee commitment. Greenberg and Baron (2003, pp. 166-167) assert that companies that show their employees that they care enough are likely to find those individuals strongly committed to the organisation. In addition, Crosby (2000, p. 1) comments that employee commitment is affected by and can be improved through development activities; therefore, factors, such as caring for employees, employee development and good communication systems were used to form questions and the hypotheses.

Measuring motivation proved more difficult than anticipated because, as the research went on, the researcher found over 250 motivational measurement scales in use over the past 75 years. The most prominent amongst them was the scale found by 27 members of the Harvard Psychological Clinic in Boston (Murray 1943, cited in Robertson et al., 2009). Their study was one of the first to measure motivation. The scale was further categorised into three broad classes by McClelland (1953, cited in Deci & Ryan, 2000) as the need for achievement, power and affiliation. Other motivational measurements found include Edwards Personal Preference Schedule (EPPS). This was also sub grouped into the need to show affection to the employee and the need to be regarded as a leader in the organisation (Edwards, 1959, cited in Deci & Ryan, 2000). Furthermore, Maslow (1954) produced a new set of needs in order of importance, including safety, esteem, and self-actualisation. The notion behind this hierarchy was that some needs are developmentally more important. Self-judgment scales later arose to measure Maslow's approach, such as the Porter Need Satisfaction Questionnaire. Another group of researchers departed from Murray's (1943)-by-motive measurement approach to examine a person's source of motives, which included incentives acting upon the person and the expectancy of a reward (Deci & Ryan, 2000; Rotter, 1990; Vroom, 1964). Some of the above measurements of motivation and others discussed in the review of literature were considered in producing the questionnaire and the hypotheses.

OCB encompasses organisational-related acts, such as working overtime without expectation of reward, or volunteering to organise office-wide functions. It employees exhibiting discretionary effort at work without being asked to do so. As a result, in formulating questionnaires for OCB, employees were asked if they were allowed to work on their own

without excessive managerial control and if it stimulates or makes them more engaged to work harder for the organisation. In addition, a few past studies of OCB, e.g., Organ's (1988) dimensions of OCB, were also considered.

Below is a table summarising frameworks identified for the study and how they have been incorporated into the employee engagement framework.

Table 1.2

| Authors | Factors Identified/to be used for this study |
|---|--|
| Job Satisfaction (Cross, 1973, Heckman & Oldham, 1975; Smith et al., 1969; Khaleque & Rahman, 1987). | Pay, promotion, leadership, recognition, security desired |
| Employees involvement Manuel & Lloyds, 2003 | Employee involvement in decision-making |
| Organisational commitment (Gibson, Vancevich & Donnelly, 2000) (Greenberg & Baron, 2003) (Crosby, 2000) | Effective communication Organisational support Career development |
| Motivation (Deci & Ryan, 2000) (Murray, 1938) | Expectation of reward Achievement, power and affiliation |

| | |
|---|---|
| <p>Organisational behaviour</p> <p>(Organ, 1988)</p> <p>(Organ, 1988; Werner, 2007)</p> <p>(Organ, 1988)</p> | <p>Employees working at their own discretionary effort</p> <p>Altruism: Helping the fellow worker on assigned tasks or problems</p> <p>Civic virtue: Participating in organisations' events, decision-making or contributing to organisational governance</p> <p>Conscientiousness: Performance of duties above the minimum level of requirement</p> <p>Courtesy: Informing or alerting others of threats which might affect them or their work</p> <p>Sportsmanship: Abstaining from complaining about minor issues faced at the workplace</p> |
|---|---|

This study employs a combination of different research tools. These include case-studies, semi-structured interviews and questionnaires. The research further adopts a positivist paradigm, deductive approach and mixed method research posited by Creswell et al. (2008) for data collection and analysis. The above research strategy and other tools employed are explained extensively below.

3.2 Target population/sampling frame

The research population refers to the target employees the researcher plans to use for an investigation (Robson et al., 2008). It may well be referred to as a researcher's target population (Robertson et al., 2009). For this study, the present target population is the employees working in the banking sector of Nigeria. Nonetheless, it is extremely difficult for the researcher to get hold of the whole population of interest to him; consequently, the sampling frame describes the exact area or department to be selected for the study. It is the actual set of units from which a sample is drawn or a subset of the population (Neil, 2009).

Each of the banks selected for this study is made up of four departments (human resources, operations, marketing and accounts). The estimated number of employees in each bank as provided by the bank managers is 65-70. The researcher used a probability sampling strategy known as the simple random sampling method to randomly select 67 employees across the

four departments in each of the banks. In carrying out the random sampling, the researcher assigned each employee in the four departments a number between 000 and 100. From these names 67 employees were randomly selected. This means every employee had an equal opportunity of being selected.

The motive behind the use of random sampling selection methods is that it facilitates the selection of a representative and impartial sample from a large population intended to be studied (Robson et al., 2008). In addition, the simple random sampling gives all the elements in the sampling frame an equal and independent chance of selection (equal probability of selection method).

The qualitative sampling for this research was done differently, because qualitative research requires having a small sample since it requires thorough and rigorous work. As a result, sample sizes are not calculated by means of arithmetical rules and probability statistics are not applied. In its place, qualitative researchers describe their sample in terms of characteristics and significance to the wider population. For the qualitative sampling of the research, a purposive sampling method was utilised.

3.3 Purposive sampling

A purposive sampling technique does not represent the complete population of a company or organisation; however, samples drawn through purposive sampling are nonetheless positioned in the best situation to contribute considerably to the research project (Robson, 2008). Two types of purposive sampling are notable in qualitative research. One form of purposive sampling is the type in which the research questions are based on an existing body of literature. In this case, the sample segment is guided by an academic framework from the outset. The other form is theoretical sampling, in which theories are generated based on the data gathered from the fieldwork. This research follows the latter approach.

Purposive sampling is widespread in qualitative research. Particular persons are selected with features pertinent to the study. These individuals are thought to be most informative regarding the research field. Purposive sampling also may be used for distinction within a sample. Participants are chosen based on, for example, year of study, gender, place of work, level of experience, etc. For this study, participants for qualitative sampling were chosen based on their experience and knowledge of employee engagement as well as their length of stay with the company. They were mostly human resource managers of the organisation.

3.4 Research approach/procedures

Inductive and deductive research designs are the most used sets of design in carrying out research. Saunders et al. (2003) differentiated between the two designs. First, the deductive approach is well known for testing a theory. The researcher develops a theory or hypothesis and designs a research strategy to test the formulated theory. Second, the inductive approach is where the researcher starts with collecting data in an attempt to develop a theory (Saunders et al., 2003).

This research adopts a deductive research approach. The traditionalist deductive standpoint believes in collective laws of cause and effect in a descriptive framework: “reality consists of a world of objectively described truths” (Henwood & Pidgeon, 1993, p. 15). In the deductive tradition, the researcher starts “with a theoretical, logical association between concepts, then gradually moves in the direction of complex experimental evidence” (Neuman, 1997, p. 46). Hence, in deductive study, there is a need for an existing premise, because it notifies the formation of hypotheses, the choice of variables and the resultant measures that the researchers intend to use (Ali & Birley, 1998, p. 3). This research also adopts a number of frameworks from various studies in surveying the antecedents of employee engagement.

3.5 Research philosophy

A research philosophy simply put is a belief on how data about a phenomenon ought to be gathered, analysed and used. The term epistemology refers to ‘what is known to be true’ as opposed to doxology which is ‘what is believed to be true’ comprises of the several philosophies of research approach. Benbasat et al., (1987) noted accurately that no single research methodology is intrinsically better than any other methodology, both have their advantages and disadvantages, scholars such as Kaplan and Duchon,(1988) argued that, in order to improve the quality of a research, a combination of research methods will be best used. Consequently, this research adopts a positivist as well as an interpretivist paradigm in its design.

3.5.1 Positivism

Positivism is an epistemological position that advocates the application of natural scientific method to the study of social sciences (Bryman & Bell, 2011, p. 15). The positivist school of thought is mainly credited to quantitative methodology. It shares its theoretical underpinning with the positivist paradigm (Weaver & Olson, 2006). The positivist paradigm arose from

logical positivism and is rooted in a rigid set of laws of logic and measurement, truth, absolute principles and prediction (Halcomb & Andrew, 2005; Cole, 2006; Weaver & Olson, 2006).

The main notion behind the positivist paradigm is that the world exists externally and its property should be measured objectively, rather than inferred through subjective sensation, reflection or intuition (Smith et al., 2012). The positivist paradigm further suggested that true knowledge cannot be imagined or instinctive; rather, true knowledge can only be obtained through observed facts (Comte, 1853, cited in Smith et al., 2008). In carrying out research with a positivist philosophical stance, the researcher must be independent from what is being observed. By doing so, the researcher will be in a better position to observe the phenomenon objectively and draw facts through scientific measurements and not through speculation (Smith et al., 2008).

3.5.2 Interpretivist

The qualitative methodology inherited its philosophical underpinning from the interpretive paradigm. The view is that there are many truths and multiple realities. This kind of paradigm focuses on the holistic perception of the person and environment (Weaver & Olson, 2006). In addition, the interpretive paradigm is associated more with the methodological approach to provide an opportunity for the concerns, practices and voices of the research participants to be heard (Cole, 2006; Weaver & Olson, 2006). Furthermore, qualitative researchers are “further concerned with reference to revealing knowledge as regards how individuals feel and reflect on situations they find themselves in, than making judgements on whether those beliefs and feelings are convincing” (Cole, 2006).

3.5.3 Rational for the research philosophy

In this research, the researcher has tried to avoid the criticism of a single research method, this is due to the complexities and confusions attached to the concept been investigated. The ambiguity of the debate surrounding employee engagement and other related organisational behavioural constructs makes the researcher believe that engagement is not just a one way concept (positivist), rather, there could be many other ways of explaining or understanding the concept (interpretive). The researcher believes that employee engagement can be studied from an objective viewpoint (Levin, 1988), i.e. without interfering with the phenomena being studied and to also ascertain a collective understanding of employee engagement. On the

other hand, the current researcher also believes that an interpretivist philosophy is required for understanding the various dimensions, characteristics and antecedents of employee engagement as well as understanding employee engagement from a personal opinion. Having both understanding makes the current research more credible.

3.6 Case study design

Yin (1994, p. 13) describes the case study research technique as “an empirical investigation that explores a contemporary happening within its real-life perspective; when the boundaries between the happenings and context are not visibly evident; and in which several sources of verification are used”. Woodside (2010, p. 1) gave a much broader definition: “an inquiry that focuses on describing and understanding, individual (i.e.) process, animal, person, household, organisation, group, industry, culture or nationality”. Case study research methods have been described further as being suitable when a researcher wants a more in-depth view of the phenomenon being investigated (Feagin, 1991). Hartley (2005) stated that case studies consist of detailed investigations described as a strategy and not a process.

The term case study can refer to either a single case or multiple cases. In case study research, the researcher can choose to use a single case (one organisation) or multiple cases (two or more organisations). Both types have their advantages and disadvantages. Having a single case study is advantageous in that it allows the researcher to pay more attention to a particular case. However, in the current study, the case study of the Nigerian banking sector with multiple cases involving 20 banks was used. Using multiple cases under the case study design is advantageous because it helps to strengthen the findings from the general research (Yin, 2004). In addition, multiple cases make it easy for a comparative survey between different groups (Bryman & Bell, 2011). The choice of a case study arose because it allows the researcher to keep hold of the holistic features of real-life proceedings whilst investigating empirical measures (Schell, 1992).

A case study is different from other forms of research design because it focuses on a particular issue with the purpose of solving problems (Bryman & Bell, 2011). In addition, case studies are predominantly valuable in representing the significance of a particular research question, inspiring innovative data and illustrating abstract concepts (Siggelkow, 2007). Case studies also allow the researcher to observe the phenomenon objectively, independent from what is observed (Smith et al., 2008). This is a typical feature of the positivist paradigm. Case studies also create an avenue through which several methods can be

combined, thereby avoiding over-reliance on a single method (Bryman & Bell, 2011). Case studies that involve more than one case can be grouped into two: multiple case studies and cross-sectional case studies. Multiple case studies allow for comparisons to take place, while cross-sectional case studies emphasise the production of general findings with little regard to the uniqueness of the case study context (Bryman & Bell, 2011).

The research can also be called an instrumental case study because instrumental case studies are undertaken for the purpose of understanding a broader issue or allowing generalisations to be challenged (Bryman & Bell, 2011). Furthermore, the case study method enables a researcher to examine closely the data within a specific context (Zainal, 2007). In most cases, a case study method selects a small geographical area or a very limited number of individuals as the subjects of study. Case studies, in their true essence, explore and investigate contemporary real-life phenomenon through detailed contextual analysis of a limited number of events or conditions and their relationships. It has been described as being suitable when a researcher wants to get a more in-depth view of the phenomenon being investigated (Feagin, 1991). Hartley (2005) stated that case studies consist of detailed investigations and described them as a strategy and not a process.

3.7 Mixed method research design (triangulation of qualitative and quantitative)

This study utilised a triangulation approach to explore employee engagement, its antecedents and implications in the banking sector of Nigeria. The reason for the mixed method approach is to add further credibility and validity to the research findings. As such, triangulation becomes a device for enhancing the credibility and persuasiveness of a research account (Bryman, 2001). In addition, it will further eliminate any bias faced by a single method in carrying out research. Furthermore, the researcher's reason to incline towards the mixed method approach is because qualitative research is seen as an inductive approach to develop theories which must be tested deductively through quantitative models (Ospinia, 2004). In addition, Creswell, (2003, cited in Bird, 2009, p. 13) suggested that mixed method research includes sequential procedures whereby a qualitative method is used for exploratory research, followed by a broader quantitative study to produce statistically reliable data that are more representative of the population.

Bird (2009) added voice to the debate stating that concurrent procedures combine qualitative and quantitative data collection to allow comprehensive analysis of the research question.

Qualitative research is very helpful in building hypotheses that must be tested through a quantitative research strategy (Bryman & Bell, 2011). However, quantitative research can prepare the ground for qualitative research through the selection of people to be interviewed (Bryman & Bell, 2011). In other words, both research methods can complement each other to produce more reliable findings.

3.7.1 Rationales for using Mix-method

The triangulation method refers to the use of more than one approach to analyse a research question to enhance confidence in the ensuing findings (Bryman, 2001). Furthermore, it is sometimes used to refer to all instances in which two or more research methods are employed. Consequently, it might be used to refer to multi-method research in which a quantitative and a qualitative research method are combined to provide a more complete set of findings than could be arrived at through the administration of one of the methods alone. Webb et al. (1966) suggested, ‘once a proposition has been confirmed by two or more independent measurement processes’, the uncertainty of its interpretation is greatly reduced. Additionally, due to the complex nature and inconclusive debate of the research study, the researcher could not rely on a single research method to satisfactorily deal with the discrepancies surrounding the concept of employee engagement and its antecedents/consequences. Consequently, it was necessary to combine the quantitative and qualitative research methods. The unification of both research methods will provide the researcher with the ability to analyse the concept statistically and also use face-to-face interviews to acquire verbal opinions on engagement.

Furthermore as Greene (2008) argued, complex phenomenon like employees engagement demands multiple investigative tools. Both studies were planned and implemented in collaboration with the selected banks involved. Using mix method presented a unique opportunity to gather high-quality data to tackle the issues surrounding employee engagement conceptualizations although empirical databases were available and could be mined using recently developed techniques, quantitative data alone would not provide answers to the question of —what constitute an engaged employee. Thus, qualitative information was also needed to understand different dimensions of employee engagement and to also gather one-on-one information from the participants

Mix-method research helps to answer research questions that cannot be answered by one single research method. In the case of employee engagement, there are many confictions on

research/findings; therefore this research with the help of mix-method will provide a more concrete answer to most of the questions on employee engagement.



Guide to the researchers mix-method approach

3.8 Method of Data Collection (Quantitative)

In aiming to conceptualise engagement, 804 self-administered questionnaires were distributed to the selected population, with each bank receiving 67 questionnaires. The questions in the questionnaire were ‘closed questions’ where the respondents were offered a choice of alternative replies. The respondents indicated their responses on a five point Likert scale from (1) strongly disagree to (5) strongly agree.

The five Likert Scale is advantageous for research because, it is the most universal method for data collection, and consequently they are easy to understand. The responses are easily “quantifiable and subjective to computation of some mathematical analysis” (LaMarca, 2011). Because the pattern of the Likert scale does not necessitate the participant to provide a yes or no answer, it does not force the participant to take a stand on a particular topic, but allows them to respond in a degree of agreement; this makes question answering easier on the respondent. Also, the responses presented accommodate neutral or undecided feelings of participants. These responses are very easy to code when using statistical analysis since a single number represents the participant’s response. Likert scales are also quick, well-organized and economical methods for data collection. They have high flexibility because data collected can be used both for quantitative and qualitative surveys

The questionnaires were randomly distributed to the employees in each of the banks. The questions were formulated based on the research questions, objectives and hypotheses of this research. The questions followed a rational progression, starting from simple to complex issues in order to sustain the interest of the respondents. Finally, each of the concepts was measured to ascertain the influence on engagement. The choice of a questionnaire for data

collection was because questionnaires have been found to be very accurate in sourcing information. It assists quantitative information to be gathered in a consistent way so that the data are internally reliable and logical for analysis (Grover & Vriens, 2006).

Some of the steps the researcher took to encourage good and accurate responses include;

- Made questions short and simple
- Made sure that targeted audience are very interested on the subject area
- Assured the participant that their responses are completely anonymous
- Made the questionnaire less complex
- Gave a list of options to choose from
- Assured them that their responses are strictly for academic purposes

Table 1.3 QUESTIONNAIRE CASES

| Banks | Questionnaire Distributed | Questionnaires Retrieved | Questionnaires unrecovered |
|-------------------------|---------------------------|--------------------------|----------------------------|
| Guarantee Trust Bank | 67 | 30 | 37 |
| Eco Bank | 67 | 28 | 39 |
| Zenith Bank | 67 | 40 | 27 |
| Union Bank | 67 | 55 | 12 |
| Sky Bank | 67 | 20 | 47 |
| First Bank | 67 | 35 | 32 |
| Diamond Bank | 67 | 60 | 7 |
| Standard Chartered Bank | 67 | 25 | 42 |
| Sterling Bank | 67 | 35 | 32 |
| Enterprise Bank | 67 | 45 | 22 |
| Uba Bank | 67 | 48 | 19 |
| Keystone Bank | 67 | 58 | 9 |
| Total | 804 | 479 | 325 |

3.9 Qualitative data collection

The qualitative data collection of the research was done through exploratory or in-depth interviews. An in-depth interview or a standard interview is a kind of interview whereby the interviewer and interviewee engage in a conversation concerning the research aims and objectives (Oppenheim, 2003). The interview process follows the same sequence; every respondent will be asked the same question, with the same meaning (Oppenheim, 2003). It is advantageous in the interviewing process because it gives the researcher room for probing questions based on the responses given by the interviewee. The questions for the interview were formulated based on the research questions, objectives of this research and conceptual framework of the study. The questions followed a rational progression, starting from the simple to the complex issues in order to sustain the interest of the respondents. An interview is a form of oral communication where the respondent provides the investigator with information through vocal discussion (Wilkins, 2007).

The researcher intended to interview 20 employees in total, 1 from each bank. However, due to certain limitations such as restricted access, bank policy of not granting interviews and distance, only 12 out of 20 managers were reached. The interviewees were all departmental/general managers. The reasons for the choice of managers for the interview session were based on their years of experience and knowledge of the subject area in the organizations. Most of them are experts in employee engagement programs designs. A further reason for using managers was discussed under the purposive sampling method above. The interviews covered questions on employee engagement, employee involvement, employee job satisfaction, commitment, motivation and OCB. In addition, questions on the level of engagement and what drives employees to be completely engaged in the sampled organisation were asked.

Besides to the above reasons mentioned in the quantitative section, some of the steps taken to encourage responses includes; making the interview questions were short, simple and entertaining

Table 1.4

INTERVIEW CASES

| Banks | Department | Position | No of Interviewees |
|-------------------------|-----------------|---------------------|--------------------|
| Guarantee Trust Bank | Human resources | HR team manager | 1 |
| Eco Bank | Marketing | Marketing officer | 1 |
| Zenith Bank | Human resources | HR Manager | 1 |
| Union Bank | Operations | Operations Manager | 1 |
| Sky Bank | Operations | Operations Manager | 1 |
| First Bank | Human resources | Head of HR | 1 |
| Diamond Bank | Human resources | HR business partner | 1 |
| Standard Chartered Bank | Marketing | Marketing Manager | 1 |
| Sterling Bank | Human resources | HR Branch Manager | 1 |
| Enterprise Bank | Operations | Operations Manager | 1 |
| Uba Bank | Human resources | HR Branch Manager | 1 |
| Keystone Bank | Human resources | HR business partner | 1 |

3.10 Method of data analysis

All quantitative data collected were entered into statistical package for social science software (SPSS) database (version 22.0 for Windows) and examined for statistically significant relationships using correlational coefficient (Aiken & West, 1991; Hinkle et al., 2006). Correlation coefficient is a statistical testing used to identify potential associations or relationships between two variables or to ascertain a “cause and effect association” (Robson et al., 2008). For example, whether if job satisfaction predicts employee engagement level. Furthermore, it can also be used to determine the strength, direction and statistical significance of any association. The qualitative data gathered were analyzed through Thematic Content Analysis (TCA)

3.11 Thematic content analysis

The analysis of the interview data was done through content/thematic analysis. TCA is a descriptive arrangement of qualitative data; qualitative information may take the structure of interview transcripts collected from research participants or other identified texts that reflect experientially on the topic of study (Anderson, 2004, p. 2). In content analysis, the content of the information gathered is explored to reveal developing patterns over multiple cases (Partington, 2002, p. 113). Furthermore, Holsti (1969, cited in Bryman & Bell, 2011, p. 289) noted that content analysis represents any technique for making inference by objectively and systematically identifying specific characteristics of messages.

A satisfactory TCA portrays the thematic content of interview transcripts or other texts by identifying common themes in the texts provided for analysis. TCA is the most foundational of qualitative analytic procedures and informs all qualitative methods. In conducting a TCA, the researcher's epistemological stance is objective. Braun and Clarke (2006) further explained that, in thematic analysis identification, analysing and reporting patterns (themes) within data is the foundation of the analysis. TCA minimally organises and describes the data set in rich detail. The researcher's reasons for using TCA are: it creates room for flexibility, multiple concepts can be applied to this process, it is well suited to large data sets, it allows researchers to expand the range of study past individual experiences and it is applicable to research questions that go beyond an individual's experience.

3.12 Pilot study

A pilot study is a mini-version of a full-scale study or an experimental testing of the data collection instrument. This is usually done in preparation for the complete study (Teijlingen & Hundley, 2001)

The pilot study will accordingly follow subsequent to the researcher's identification and clear vision of the research topic and questions, the techniques and methods, and what the research schedule will look like. It is "reassessment without tears" (Blaxter et al., 2010). A pre-exercise was done to orientate the researcher and provide insight into the research area. A pilot study ensures that errors can be rectified at little cost.

The pilot study for this research was conducted with twenty employees. Five managers were interviewed and fifteen questionnaires were distributed. Probability random sampling method

was utilised in selecting the employees that filled in the questionnaires, while a purposive sampling method was used to select the interviewees.

This was done at their workplace and was repeated at a later date. The interview lasted between 45 minutes to an hour. During the exercise, attention was also given to body language and non-verbal responses as well as the manner of asking questions. This enhanced the researcher's level of confidence.

The purpose of the pilot study includes:

- To gain an in-depth practical knowledge of employee engagement in the banking sector of Nigeria,
- To fine tune the instruments for testing key variables,
- To test the accuracy of the different data collection methods,
- To test the hypotheses,
- To ensure that the questionnaires are easy and understandable,
- To ensure the content of the questionnaire is well understood before administering.
- To check that the instructions given to investigators are comprehensible.
- To check that the participants' are sufficiently skilled in the procedures.
- To check the correct operation of equipment.

As the researcher was the main data collection instrument, the pilot study increased his experience of interviewing as well as his interpersonal skills. It also ensured that he was conversant with qualitative data collection procedures.

The pilot survey gave the researcher the opportunity to:

- Probe relevant anticipated responses from participants,
- Approach the participants with sensitivity and open-mindedness,
- Lay aside preconceived ideas and ensure reflexivity and intuition throughout the study,
- Identify the shortcomings of the pilot study regarding the environment setup,
- Transcribe and analyse data, which was an opportunity to increase data analysis skills,
- Build in extra precautions to prevent errors in the interview.

The responses from the questionnaires also revealed a great deal to the researcher. Some of the problems identified by the participants include:

- Some of the questionnaire questions were not easy to understand,
- The questionnaire was too long and complex,
- Wrong spelling and a few grammatical errors,
- Problem with the coding plan.

All the above issues were resolved by the researcher before conducting the main research.

3.13 Reliability and validity of the study

Reliability

In quantitative research, reliability refers to the capability to reproduce the result of a study. In qualitative research, the terms quality, rigor or trustworthiness are used instead of validity and dependability is used instead of reliability (Davies & Dodd, 2002). Joppe (2000, pp. 1-3) further defines reliability as, the extent to which results are consistent over time and an accurate representation of the total population under study. For example, if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

In this study, the researcher employed a number of reliability and validity approaches in addressing the issue.

In the application of triangulation in the methodology, the findings from this research were initially arrived at through quantitative analysis; the quantitative findings were then tested using qualitative methods. The same results were obtained after the two methods had been used. The application of a double method in arriving at a finding further strengthens the reliability of this research.

The researcher also applied the member checking procedures. Member checking is the process of verifying information with research participants. This allows the participants to correct an error or misinterpretation of the interviews. After transcribing the interviews, the researcher made the transcript available to the respective participants to check for any errors or misinterpretations.

Through the pilot study, the instrument and interview questions were re-validated, checked and corrected for possible errors, complexities and meaningfulness in the research questions

Test-retest reliability was also employed to test the reliability of the instrument. Though the first set of respondents used were less in number compare to the original size of respondents used. Test-retest reliability measure is measured by having the same set of respondents complete a survey at two different times to see how stable the responses are. It is a measure of how reproducible a set of results is. Correlation coefficients are then calculated to compare the two sets of responses. These correlation coefficients are collectively referred to as the survey instrument's test-retest reliability. In general, if correlation coefficients equal or exceed 0.70, it is considered that the test-retest reliability is good (Litwin, 1995)

Validity

In validating the research instrument, construct validity measures was employed. Construct validity measures the extent to which the items in a scale all measure the same construct (Flynn et al., 1994), and can be evaluated by the use of factor analysis. Factor analysis addresses the issue of analysing the interrelationships among a large number of variables and then explaining these items in terms of their common underlying dimensions. In fact, the general purpose of factor analysis is to find a way of condensing or summarizing the information into a smaller set of new composite dimensions with a minimum loss of information (Hair et. al., 1998). This can be represented in this research aims and objective, employee engagement was the construct under investigation and other work attitude concept were the factor analysis with different dimensions and the general purpose of this research was to conceptualize employee engagement through its antecedents which could be classified as the factor analysis and to also find the interrelationships between employee engagement and other work attitude concepts

Chapter four

Presentation of findings

4.0 Introduction

The primary focus of this research was to investigate the antecedents of employee engagement in Nigerian banks. A mixed method approach was adopted for the study. The target population was 804 employees. 750 employees were asked to fill in questionnaires while 54 employees were to be interviewed. However, due to circumstances discussed in chapter five, only 479 questionnaires were returned and 12 interviews were carried out. Below is the presentation of the findings generated from hypothesis testing and content/thematic analysis done for the interviews in the study.

Table 5: Quantitative findings

Gender

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid Male | 17 | 46.5 | 46.7 | 46.7 |
| Female | 195 | 53.0 | 53.3 | 100.0 |
| Total | 366 | 99.5 | 100.0 | |
| Missing System | 2 | .5 | | |
| Total | 368 | 100.0 | | |

Table 6: Please can you indicate your age

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------|-----------|---------|---------------|--------------------|
| Valid 18-25 | 53 | 14.4 | 14.5 | 14.5 |
| 25-35 | 139 | 37.8 | 38.0 | 52.5 |
| 35-45 | 96 | 26.1 | 26.2 | 78.7 |
| 45-55 | 67 | 18.2 | 18.3 | 97.0 |
| 55 and above | 11 | 3.0 | 3.0 | 100.0 |
| Total | 366 | 99.5 | 100.0 | |
| Missing System | 2 | .5 | | |
| Total | 368 | 100.0 | | |

The table 4.1 and 4.2 above summarise the sample population and sex of employees that took part in the research. 366 questionnaires were recovered by the researcher, 171 were male and 195 were female. The valid percentage for male participants was 46.7% and the female participant was 53.3%. This figures indicate that the female population was more active in the study.

The age range for the study was between 18 and 55 and above. The ages 18-25 had 53 participants, making up 14.5% of the entire sample population. The ages 25-35 had 139 participants, making up 37.8% of the sample population, while the ages 35-45 had 96 participants, making up 26.1% of the survey population. 45-55 had 67 participants with a valid percentage of 18.2% of the study and finally, the oldest sampled population of the study, 55 and above had 11 participants, making up 3.0% of the study sample.

Looking at the explanation above, it is clearly evident that more of the younger employees (25-35) took part in the survey, as result, the researcher can conclude that the younger population in the selected banks were more dominant in this study.

4.1 Hypothesis testing

The first step involves stating the null hypothesis. In hypothesis testing, the null hypothesis is initially regarded to be true, until there is enough evidence to either reject it. While the alternative hypothesis is a statement that will be accepted as a result of the null hypothesis being rejected.

The next step is to select a significance level. Usually, in business research, the levels of confidence used are 5% and 1% level with a 95% and 99% confidence level. For this study, 5% was used as the significance level in determining if the null hypothesis will be rejected or not. In this case, at 5%, the probability of the researcher reaching an incorrect conclusion is 95%. In other words, the researcher is 95% confident of every decision made based on the result of the hypothesis testing carried out.

The third step is to calculate a statistic analogous to the parameter specified by the null hypothesis.

The fourth step is to calculate the probability value (often called the p value). The p value is the probability of obtaining a statistic different from the parameter specified in the null hypothesis as the statistic computed from the data. The calculations are made assuming that the null hypothesis is true.

The probability value computed in Step 4 is compared with the significance level chosen in Step 2. If the probability is less than or equal to the significance level, the null hypothesis is rejected; if the probability is greater than the significance level then the null hypothesis is not rejected.

The first sets of hypotheses tested are:

H1: Job meaningfulness positively relates to employee engagement

H2: Job security positively relates to employee engagement

These hypotheses were generated based on the antecedents of employee engagement discussed in chapter two. What follows are the findings from the hypotheses testing of the study.

Job meaningfulness and job security were found to correlate significantly with employee engagement. The correlation testing carried out revealed that both variables had a sig value of .545 and .118 respectively (Appendix 2). These figures are both greater than .005 ($p >$

0.05), as a result, judging by the statistical formula explained above, the null hypothesis is retained ($p = .545$ and $.118 > 0.05$) which is the true statement above. These findings indicate a positive association between the two variables and employee engagement. Based on the findings, it can be concluded that organisations that promote job meaningfulness and assured job security will likely have more engaged employees. In addition to the correlation calculated above, a frequency table was also developed categorising the summary of responses relating to the above findings. This table below further validates the result of the correlation testing.

Table 7: When the job I do is meaningful or enjoyable, it makes me feel engaged

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid strongly disagree | 8 | 2.2 | 2.2 | 2.2 |
| Disagree | 28 | 7.6 | 7.7 | 9.9 |
| Neutral | 43 | 11.7 | 11.8 | 21.6 |
| Agree | 177 | 48.1 | 48.5 | 70.1 |
| strongly agree | 109 | 29.6 | 29.9 | 100.0 |
| Total | 365 | 99.2 | 100.0 | |
| Missing System | 3 | .8 | | |
| Total | 368 | 100.0 | | |

The above table further confirms that over 70% of the respondents that took part in the study believed that having a worthwhile job will make them more engaged. 109 respondents out of the 365 employees that took part in the study strongly agreed with the above statement, with a valid 29.9%, while 177 employees agreed to the same statement amounting to 48.5%.

Table 8: The perception that my job is secure makes me feel more engaged with my work

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------|-----------|---------|---------------|--------------------|
| Valid | strongly disagree | 7 | 1.9 | 1.9 | 1.9 |
| | Disagree | 17 | 4.6 | 4.6 | 6.6 |
| | Neutral | 45 | 12.2 | 12.3 | 18.9 |
| | Agree | 163 | 44.3 | 44.5 | 63.4 |
| | strongly agree | 134 | 36.4 | 36.6 | 100.0 |
| | Total | 366 | 99.5 | 100.0 | |
| Missing | System | 2 | 0.5 | | |
| Total | | 368 | 100.0 | | |

Table 4.4 supports the findings. 134 employees out of the 366 surveyed strongly agreed that job security guarantees employee engagement, while 163 employees simply agreed to the hypothesis. This illustrates that over 70% of the employees accepted that having a secure job will make them more engaged

H3: Reward and recognition will positively relate to employees' engagement.

Organisational reward practices and recognition of employees for doing a good job also revealed a positive association with employee engagement; both variables produced a sig. value of 227 and 234 respectively (Appendix 2). These figures again are greater than the 0.05 sig. point ($p > 0.05$). Consequently, the alternative hypothesis will be rejected, retaining the null hypothesis. Therefore, it is argued that organisations that pay adequate attention to how well employees are been rewarded and praising employees when they achieve a set target are more likely to have their employees going the extra mile for them.

Table 9: Receiving constant recognition for a job well done makes me feel more engaged

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid strongly disagree | 9 | 2.4 | 2.5 | 2.5 |
| Disagree | 23 | 6.3 | 6.3 | 8.7 |
| Neutral | 44 | 12.0 | 12.0 | 20.8 |
| Agree | 157 | 42.7 | 42.9 | 63.7 |
| strongly agree | 133 | 36.1 | 36.3 | 100.0 |
| Total | 366 | 99.5 | 100.0 | |
| Missing System | 2 | 0.5 | | |
| Total | 368 | 100.0 | | |

In addition to the correlation analysis, the frequency table above also proved that recognition of employees for doing a good job also increases the employee engagement level. Over 70% of the employees supported the hypothesis. 133 employees strongly agreed to the statement and 157 employees agreed, amounting to 36.3% and 42.9% respectively.

Table 10: Reward is an important source of employee engagement

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid strongly disagree | 11 | 3.0 | 3.0 | 3.0 |
| Disagree | 13 | 3.5 | 3.6 | 6.6 |
| Neutral | 44 | 12.0 | 12.0 | 18.6 |
| Agree | 179 | 48.6 | 48.9 | 67.5 |
| strongly agree | 119 | 32.3 | 32.5 | 100.0 |
| Total | 366 | 99.5 | 100.0 | |
| MissingSystem | 2 | .5 | | |
| Total | 368 | 100.0 | | |

The above table further confirm that over 80% of the respondents that took part in the study believed that any form of organisational reward will certainly make them more engaged. 119 employees out of the 365 that took part in the study strongly agreed to the above statement with a valid 32.5% while 179 employees agreed to the same statement amounting to 48.9%.

H4: Organisational support will positively relate to employee engagement.

H5: Supervisor support will positively relate to employee engagement.

Organisational support and supervisor support produced sig values of .234 and .379 respectively (Appendix 2). These figures are greater than 0.5 ($p = .234$ and $.379 > \text{sig value } 0.05$) as result the null hypothesis is retained. In other words, when employees have a cordial relationship with their supervisors and feel that the organisation cares about their wellbeing, they are more likely to be more engaged than when there is no mutual affection between employees, supervisors and the organisation.

Table 11: Having the support of my organisation makes me feel more engaged

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid strongly disagree | 6 | 1.6 | 1.6 | 1.6 |
| Disagree | 15 | 4.1 | 4.1 | 5.7 |
| Neutral | 35 | 9.5 | 9.6 | 15.3 |
| Agree | 161 | 43.8 | 44.0 | 59.3 |
| strongly agree | 147 | 39.9 | 40.2 | 99.5 |
| | 2 | .5 | .5 | 100.0 |
| Total | 366 | 99.5 | 100.0 | |
| Missing System | 2 | .5 | | |
| Total | 368 | 100.0 | | |

The above table further confirm that over 80% of the respondents that took part in the study believed that any form of organisational support will certainly make them more engaged. 147 out of the 365 employees that took part in the study strongly agreed to the above statement with a valid 40.2% while 161 employees agreed to the same statement amounting to 43.8%

Table 12: My Supervisor’s support makes me feel more engaged

| | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------------------------|-----------|---------|---------------|--------------------|
| Valid strongly disagree | 3 | .8 | .8 | .8 |
| Disagree | 11 | 3.0 | 3.0 | 3.8 |
| Neutral | 37 | 10.1 | 10.1 | 13.9 |
| Agree | 178 | 48.4 | 48.6 | 62.6 |
| strongly agree | 137 | 37.2 | 37.4 | 100.0 |
| Total | 366 | 99.5 | 100.0 | |
| MissingSystem | 2 | .5 | | |
| Total | 368 | 100.0 | | |

Similar to the correlation analysis, the frequency table above also proved that supervisor support also increases employee engagement levels. Over 85% of the employees supported the hypothesis. 137 employees strongly agreed to the statement and 178 employees simply agreed, amounting to 48.6% and 37.4% respectively.

H6: Fairness and equal distributive justice will positively relates to employee engagement.

Finally, fairness and equal distributive justice was found to influence employee engagement. The findings here suggest that, if all employees are to be treated equally and fairly, there is bound to be an increase in the level of employees’ performance and engagement at work. The statistical correlation produced a sig value of .923 (Appendix 2) which is greater than 0.05 ($p > 0.05$) hence the above findings.

Table 13: When my organisation encourages fairness, justice and equality amongst employees, I feel more engaged

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---------|-------------------|-----------|---------|---------------|--------------------|
| Valid | strongly disagree | 6 | 1.6 | 1.6 | 1.6 |
| | Disagree | 16 | 4.3 | 4.4 | 6.0 |
| | Neutral | 33 | 9.0 | 9.0 | 15.0 |
| | Agree | 162 | 44.0 | 44.3 | 59.3 |
| | strongly agree | 149 | 40.5 | 40.7 | 100.0 |
| | Total | 366 | 99.5 | 100.0 | |
| Missing | System | 2 | .5 | | |
| Total | | 368 | 100.0 | | |

Similar to the correlation analysis, the frequency table above also proved that fairness, justice and equal treatment of employees also increases employee engagement levels. Over 80% of the employees supported the hypothesis. 149 employees strongly agreed to the statement and 162 employees simply agreed with the proposed question, amounting to 44.3% and 40.7% respectively.

The second sets of hypotheses were tested to establish the relationship between employee engagement and (a) employee job satisfaction, (b) motivation, (c) involvement, (d) organisational commitment and (e) OCB, and to also answer the question whether these concepts predict employee engagement.

Six hypotheses were tested, which were generated as a result of the literature review in chapter two. Below are the hypotheses and findings from the research questions.

4.1.1 Organisational commitment as a predictor of engagement

H6: Three dimensions of organisational commitment (effective communication, organisational support and career development) will positively predict employee engagement.

Effective communication, career development and organisational support statistically correlated with employee engagement. As a result, it is argued that employee engagement and organisational commitment are not too different; rather, organisational commitment can

be argued to predict employee engagement. In other words, based on the findings from this research, employees can only be considered engaged when they are actively committed to the organisation and their job. The statistical figures that proved the above findings are .501, .473 and .234 respectively (Appendix 2). These figures are all greater than the alpha set point of 0.05 ($p > 0.05$). Table 14 summaries the hypothesis and responses from the questionnaire.

Table 14 QUANTITATIVE ANALYSIS SUMMARY

| Aspects of commitment | Significance level | S.A | A | N | D | SD |
|-------------------------|--------------------|-----|-----|----|---|----|
| Effective communication | .502 | 164 | 151 | 34 | 9 | 8 |
| Organisational support | .234 | 133 | 152 | 54 | 8 | 18 |
| Career development | .473 | 134 | 174 | 42 | 6 | 10 |

The table above summarises the finding from organisational commitment and engagement. The first columns represents the components of motivation identified from the literature review, the second columns represents the result from the correlation test applied to the study. The other columns explains the following: 164 employees strongly agreed that effective communication will improve their engagement level, 151 employees supported the same finding, 34 employees were undecided and 17 employees rejected the hypothesis. 133 and 152 employees supported the idea that organisational support will improve employee engagement, 54 employees were undecided and 26 employees rejected the suggestion. For career development, 134 and 174 employees correspondingly supported the idea of career development as a source of employee engagement, 42 employees were neutral and 16 employees discarded the idea. The implication of the above findings is that, in addition to the correlation result explained above, overall, a greater proportion of employees supported the notion that organisational commitment can predict employee engagement in the organisation.

4.1.2 Employee motivation as a predictor of employee engagement

H7: Three dimensions of employee motivation (expectation of reward, achievement, power and affiliation) will positively predict employee engagement.

Employee motivation was also identified as a predictor of employee engagement by the researcher. Aspects of employee motivation, such as the organisational reward practices, employee achievement, power and affiliation were all identified as variables that lead to employee motivation. These variables were also found to be positively correlated to employee engagement; as a result, the alternative hypothesis was rejected in place of the null

hypothesis. In other words, employee motivation predicts employee engagement. The statistical figures were 242, 101 and 227 respectively; these figures were greater than the sig value, which states that when probability value is greater than the alpha point, the null hypothesis should be retained ($p > 0.05$) consequently the findings above.

Table 15 QUANTITATIVE ANALYSIS SUMMARY

| Aspects of motivation | Significance level | S.A | A | N | D | SD |
|-----------------------|--------------------|-----|-----|----|---|----|
| Expectation of reward | .227 | 160 | 155 | 30 | 9 | 12 |
| Employees achievement | .101 | 135 | 157 | 49 | 7 | 20 |
| Power and affiliation | .242 | 116 | 115 | 60 | 7 | 26 |

The table above summarises the findings from employee motivation and engagement. The first columns represents the components of motivation identified from the literature review, the second columns represents the result from the correlation test applied to the study. The other rows explain the following: 160 employees strongly agreed that employees tend to put in their best when they expect a reward at the end each task assigned to them, 155 employees supported the same finding, 30 employees were unsure and 21 employees rejected the hypothesis.

135 and 157 employees supported the idea that employees with higher aspirations are more likely to be engaged, 49 employees were undecided and 27 employees strongly opposed the idea.

For power and affiliation, 116 and 115 employees correspondingly supported the idea of power and affiliation been a source of employee engagement, 60 employees were neutral, and 26 and 7 represents the number of employees who strongly disagree and disagree respectively. The implication of the above findings is that, in addition to the correlation result explained above, overall, a greater proportion of employees supported the notion that motivation can predict employee engagement.

4.1.3 Employees involvement as a predictor of engagement

H8: Employees' perception of job involvement will positively predict employee engagement.

Employee involvement in decision-making was also found to be statistically associated with employee engagement, the significant value produced by the correlation testing was .145 which again is greater than 0.05 ($p > 0.05$), as a result the null hypothesis was retained. These findings tend to suggest that employee engagement and employee involvement is not too distinct; rather, employee involvement is a facet of employee engagement.

Table 16 QUANTITATIVE ANALYSIS SUMMARY

| Aspects of motivation | Significance level | S.A | A | N | D | SD |
|---|--------------------|-----|-----|----|---|----|
| Employee involvement in decision-making | .145 | 57 | 176 | 27 | 2 | 4 |

The table above summarises the findings from employees' involvement in decision-making and engagement. 157 employees strongly agreed that if employees are allowed to take part in making decisions, or if their inputs are valued, employees tend to put in their best. 176 employees supported this notion. 27 employees were unsure, while 4 and 2 represent employees that strongly disagreed and disagreed respectively.

The implication of the above conclusion is that, in addition to the correlation previously explained above, overall, a greater fraction of employees maintain the impression that, to some degree, employee involvement in decision-making can predict employee engagement in the organisation.

4.1.4 Job satisfaction as a predictor of engagement

H9: Four dimensions of job satisfaction (pay, promotion, leadership, co-worker support) will positively predict employee engagement.

Employee job satisfaction has been argued by many scholars to be similar to employee engagement. This survey found that factors, such as pay (.102), promotion (.126), co-worker support (.168) and leadership (.178) are all predictors of employee engagement and job satisfaction. Job flexibility (.005) was found to be negatively correlated with employee engagement. In other words, bank employees in Nigeria argued that having a flexible shift pattern will not make them engaged. Further enquiries suggested that, unlike other research, where job satisfaction was seen as similar to engagement, this research revealed that job

satisfaction is one of the concepts that will, to a greater extent, predict employees' engagement.

Table 16 QUANTITATIVE ANALYSIS SUMMARY

| Aspects of job satisfaction | Significance level | S.A | A | N | D | SD |
|-----------------------------|--------------------|-----|-----|----|----|----|
| Pay | .102 | 161 | 151 | 40 | 2 | 12 |
| Promotion | .126 | 149 | 165 | 36 | 3 | 13 |
| Leadership | .178 | 151 | 150 | 41 | 11 | 12 |
| Co-worker support | .168 | 134 | 175 | 44 | 1 | 10 |

The table above summarises the finding from employee job satisfaction and engagement. The first column represents the antecedents identified from the literature review; the second role represents the result from the correlation test applied to the study. The other roles explain the following: 161 and 151 represents the number of employees that supported the notion that pay is a strong indicator of employee engagement. 40 employees were unsure while 14 employees rejected the idea. For promotion, 149 and 165 employees correspondingly supported the idea that promotion can be used to get employee engaged, 36 employees were neutral and 16 employees were of the opinion that promotion does not make employees engaged. Similarly, a greater proportion (151 and 150) of the employees supported the hypothesis that leadership is very important if employees are to be engaged while 41 employees were uncertain on what to answer. 23 employees rejected the idea. For co-worker support, half of the respondents favoured the idea of having a good working relationship with their co-workers, 309 employees supported the notion that co-worker support will improve employees engagement, 44 were neutral and 11 rejected the hypothesis.

The implication of the above findings is that, in addition to the correlation result explained above, overall, a greater proportion of employees supported the notion that, to some extent, job satisfaction can predict employee engagement in the organisation.

4.1.5 OCB as a predictor of engagement

H10: The five dimensions of OCB (discretionary effort, altruism, civic virtue, conscientiousness and sportsmanship) will positively predict employee engagement.

OCB, in most management research, has been identified as a concept that is most commonly associated with employee engagement. The basic dimensions that are associated with OCB include, job discretion, altruism, civic virtue, conscientiousness, courtesy, and sportsmanship. These dimensions of OCB, according to this research, have been found to predict employee engagement and, as result, OCB can also be argued to be one of the predictors of employee engagement. The statistical figures that proved the above findings are .253, .512, .588 and .345 respectively (Appendix 1). These figures are greater than the significance level of 0.05 ($p > 0.05$), therefore, accepting the null hypothesis and proving the findings. Sportsmanship (.033) was found to be negatively correlated with employee engagement ($p \leq \alpha$ - reject null hypothesis).

Table 17 QUANTITATIVE ANALYSIS SUMMARY

| Aspects of OCB | Significance level | S.A | A | N | S.D | D |
|----------------------|--------------------|-----|-----|----|-----|----|
| Discretionary effort | .588 | 119 | 147 | 60 | 30 | 10 |
| Civic virtues | .512 | 97 | 138 | 70 | 40 | 20 |
| Conscientiousness | .253 | 131 | 124 | 30 | 36 | 26 |
| Altruism | .345 | 122 | 132 | 20 | 50 | 40 |
| Sportsmanship | 0.02 | 41 | 59 | 70 | 100 | 96 |

The table above summarises the finding from OCB and engagement. The first columns represent the antecedents identified from the literature review, the second columns represents the result from the correlation test applied to the study. The other roles explain the following: 119 and 147 represents the number of employees that supported the notion that employee discretion is a strong indicator of employee engagement. In other words, if employees are allowed to be more creative, they will be more engaged. 60 employees were unsure while 40 employees rejected the idea. For civic virtues, 97 and 138 employees correspondingly supported the idea that civic virtues can be used to get employees engaged. 70 employees were neutral while 60 employees were of the opinion that civic virtues does not make employees engaged. Similarly, a greater proportion (131 and 124) of the employees supported the hypothesis that conscientiousness is very important if employees are to be engaged while 30 employees were uncertain on what to answer. 62 employees rejected the

idea. Half of the respondents favoured the idea that altruism help improve employees engagement (122 and 132), 20 employees were neutral and 90 employees rejected the hypothesis. Sportsmanship was the only dimension of OCB that was found to be negatively correlated to employee engagement. Similarly, the frequency table also supported the findings from the correlation testing. Only 100 employees supported the idea that sportsmanship relates to engagement. 70 employees were neutral while a higher proportion (196) of employees rejected the idea.

The implication of the above findings is that, in addition to the correlation result explained above, overall, a greater proportion of employees supported the notion that, to some extent, OCB can predict employee engagement in the organisation.

4.2 Qualitative presentation of findings (content analysis)

The qualitative analysis of this study was done using content/thematic analysis. The interview questions were formulated around the review of literature done in chapter two. Through the use of content analysis, the researcher was able to identify patterns in the responses of the interviewees. What follows are the research questions and the corresponding summary of qualitative findings achieved. The research questions were formulated based on the findings obtained from the hypothesis testing; however, it is also important to note that the overall objective of the study remains the same.

Research Question one

1. How have the antecedents of employee engagement influenced employees in the selected banks in Nigeria?

The findings achieved in the quantitative study were highlighted by the researcher and used to formulate interview questions for the qualitative section of this study. This is to validate further the findings obtained from the statistical analysis carried out above.

A meaningful job, job security, fairness, justice and equal treatment of employees, perceived supervisor and co-worker support and organisational image were some of the antecedents of employee engagement identified as playing a major part in engaging employees. Below are the interview questions and the corresponding analysis.

4.3 Interview questions and analysis

Q1: What are your opinions on the concept of employee engagement?

The researcher started by asking each respondent his/her general opinion about employee engagement within their respective organisations. 99% of the interviewee argued that employee engagement is more of a cultural concept because an employee's level of engagement at work is mostly determined by factors such as, organisational culture, government policy, religion and, ultimately, the country's way of life. They explained further that the management are making serious efforts in finding possible ways of getting employees engaged, although some of the factors mentioned above are hindrances to smooth employee engagement polices. Few of the other managers mentioned factors such as, setting targets for employees, employee unions, fair treatment, care, economic situation, leadership style, holiday packages, training and re-training, keeping employees happy and employee satisfaction. Some of these attributes have been identified previously by other studies to improve employee engagement levels, however, few new factors were identified in this research for example;

- **Target setting:** Most of the respondents argued that, if targets are set for employees, it will motivate them to put in their best. For example, one of the managers interviewed suggested that, "If employees are given target, they will put in more effort, on the other hand, if you don't have a target, you might probably not know what to do, you become an "everything goes person" which I believe does not encourage engagement" (Team leader, commercial banking, Guarantee trust bank).
- **Economic situation:** A country's economic situation was also highlighted as a factor that can influence employee engagement. One of the managers suggested that most western countries, where the per-capita income is high, are more likely to have engaged employees than countries in Africa, where an average employee works purposely for the pay. Another manager explained the situation indicating that, "In Nigeria, the economic situation is harsh, people that work here want to make a living so that they can feed their children. For that reason, pay has become the major driving force for employees' engagement. In some organisation/countries, employee engagement is better than the others, depending on the leadership style and economic situation. So, based on my experience, I can tell you that in Nigeria, employee engagement is generally subjected to the economic situation of the country and the leadership style in practice in the particular organisation" (HR Manager Znit bank).

- **Employee union:** A smaller proportion of the managers interviewed argued that, in most Nigerian organisations, there is a lot of bossiness, where the junior employees are scared to air their views for fear of being sacked. They suggested that, if employees are to come together internally and have a union representing their views and concerns, then employees will be prepared to go the extra mile for the organisation because they believe their interests will be well protected. With the same line of reasoning, another manager recommended that; “Employees’ union is very important, if employees are to go the extra mile for their organisation, having a union gives the employees one voice and eliminates any form of fear that hinders employees’ views” (HR Regional Manager, HB).
- **Competition:** Competition amongst employees was also highlighted by a few interviewees as a factor that can improve engagement. They argued that, if organisations can create competitive atmosphere within the internal structure of the business, employees will go the extra mile for the organisation. In support of the above argument, another manager suggested that, if organisations can create a scenario where employees are to compete with each other, employee engagement will be encouraged.

Q2: Do you think employees knowing what is expected of them will make them more engaged?

Employees were asked whether knowing what to do at a particular time improves employee engagement. This question is one of Gallup’s Q12 Questions. It is presumed that a positive response means the employee is engaged. For this study, there was a unanimous agreement on this particular question. Almost all the respondents suggested that, if organisations provide a clear direction on how to achieve organisational goals, employees are more likely to be more engaged. A selected interviewee summarised a greater proportion of the responses below; “When you have certain parameters set out to each staff, I think it actually engages them on the job and to some extent off the job. Every employee needs to be well inform on the job, knowledgeable and well equipped in other to be very engaged” (Branch Manager, Sterling, bank).

In addition, two other managers gave a more detailed explanation by proposing that;

“An employee knowing what is expected of him is the first step to employees’ engagement. It gives an employee the direction and guidance they required. Without an employee knowing what is expected of him, they employee will be like a blind man working aimlessly and certainly cannot be classified as an engaged employee” (Operation Manager, Enterprise bank)

“Without direction, there can never be success or achievement of any kind. To that extent, I believe that an employee knowing what to do, how to do it and when to do it will ultimately make the employee very engaged with his/her job” (HR Branch Manager First bank).

Q3: In your opinion, do you think employees having the materials and equipment to accomplish their tasks makes them more engaged?

The question whether employees having the materials and equipment to accomplish their task was collectively agreed upon. 95% of all the managers interviewed were of the opinion that, without the equipment to facilitate employees’ tasks, employees will find it very difficult to be engaged in their job. Two selected interviewees summarised the patterns of responses below.

“It will be of no use if any employee has all the knowledge about his/her job without having the tools to accomplish the practical aspect. In fact, in my experience, having the right tool is even more important to having all the knowledge in this world” (HR Manager First bank).

“When an employee’s been provided with the necessary tools in his work place, it gives him a sense of direction and ultimately makes him go the extra mile, which I believe is synonymous with employee engagement” (HR Manager HB).

However, one of the managers had a different view regarding the question, she argued that, “having the tools to perform a task might not necessary lead to employee engagement”. She went on to suggest that being engaged at work is an individual decision and not what the organisation can provide:

I think it's all in the mind because sometimes, even with all the necessary tools, some employees will still not perform, for instance, I know of some organisation where a team of five people makes use of one equipment, yet they perform very well, so for me even where there is no much equipment, having the spirit of sharing can go a long way in engaging employees (Marketing Manager, BCS).

Q4: Do you think that employees having adequate knowledge of the organisation's mission statement will make them more engaged?

The responses from the above interview question were in favour that an organisation's mission statement/vision is vital to getting successfully engaged employees. Most of the managers argued that organisational mission statement is like a chart, path or guide that leads employees to the organisation's destination and through such channels, gets them engaged:

We always train our staff to know the mission purpose of this bank which I believe every staff is aware of, we always inject it into their minds that this is where we are coming from and this is where we are trying to reach and I believe such knowledge goes a long way in engaging them (HR Manager, BSC).

In addition to the above response, a different manager gave a more detail explanation on the topic, he indicated that, "To have employees engaged is not just about employees knowing what the mission purpose of the organisation is. They need to know it, buy into it, see the big picture and know what direction the organisation is going toward, by so doing, employee engagement will be encouraged (HR Manager First bank).

Q5: Do you think employees Job security influences employee engagement?

The responses from this interview question revealed that job security is of extreme importance if employees are to be engaged with their jobs. The respondents argued that job security gives employees the confidence, assurance and encouragement to go the extra mile for their organisation, having in mind that their jobs are secured. This argument is extensively elaborated below by two selected participants:

Insecurity can cause an employee not to give his best because when an employee is not sure of his/her job, instead of going out to bring in customers, he/she will be busy going for

interviews, looking for an alternative job instead of concentrating on the current job. So I think job security is paramount to an employee's engagement (Head of Operations, MSB).

Definitely, job security is one of the most important factor that can determine how engaged an employee can be. Every employee wants to be assured that his work is secured. If an employee is not sure of coming to work tomorrow, how on earth can such employee go the extra mile for the organisation? So only when an employee is sure that his/her work is secured, that is when they can put in their best (Head of Operations Access bank).

Q6: Do you think employees having cordial relationships with their co-workers make them more engaged?

Co-worker relationships within the selected banks were found to be very important if employee are to be engaged. Most of the interviewees suggested that the only way they get through a day's job in the bank is by having a mutual relationship with their fellow employees. They further stated that, lack of closeness with other co-workers leads to boredom, which can lead to frustration, disengagement, uninterested jobs and other forms of demotivation:

The banking industry in Nigeria is a very tedious place to work. Most times we are under intense pressure to meet our target. As a result we tend to stay longer in the office. Consequently, the only way you can overcome a day's work happily is by being very close to your co-worker. We have very close relationships with our co-workers and I believe it makes us work better (HR Team Member, Znit bank).

In addition, a certain branch manager extensively elaborated the importance of co-worker relationships within the bank. He suggested that employees having cordial relationship with one another are vital in making the banking job flexible and easy going. He argued,

We encourage such relationships, we make the system so flexible so that our employees mix up with each other, in fact we also encourage marriage between co-workers, and such working pattern makes employees more comfortable to put in their best (Marketing Manager, BCS).

Q7: When you feel your job is meaningful or worthwhile, does it make you more engaged?

The responses from the above question indicated that job meaningfulness is one of the basic features of engagement. The respondent argued that having a meaningful job gives pride to the employee, being proud of what you do or where you work makes an employee go the extra mile for the organisation. In addition, some selected managers suggested that a worthwhile and valuable job supersedes any other form of reward. Furthermore, they respondents also pointed out that meaningfulness in a job is the pinnacle of engagement and made reference to happiness on the job as the basic source of engagement. Others aired their views below;

Some organizations do extremely well when building a meaningful places of work where all workers turn out to be part of success, cohesiveness, and culture at work. A meaningful job creates excitement in the employees and brings out their inner most feelings towards their jobs. This I believe can be regarded as engagement on the job (Head of Commercial Banking, GB)

Organisations that can provide a meaningful working environment will definitely have more engaged employees. For me a meaningful job is a job that every employee will be proud to be associated with, a job that gives the employee credibility and a reason to want to be at work every day even on weekends” (Head of operations SB)

Q8: Do you think employees’/supervisors’ relationships impacts on employees’ engagement?

Employees’ relationships with their supervisors at work were also found to be associated with employee engagement. Most of the employees argued that a cordial relationship with the supervisor makes them happy and motivates them to do more at work. In addition, the respondents recommended that the relationship between an employee and the supervisor is very important, because the supervisor oversees the daily activities of an employee, such that the both see each other more often in a day. Therefore, mutual understanding between the employee and the supervisors is paramount to success within the organization. Two of the respondents commented on this:

Having a good relationship with my people is vital and from what they tell me, I believe they work better when we have good relationships, although people can lie to you, but even from

other places I have worked, I try to sustain a good relationship with my people. I make the environment a place where employees are happy and want to come to work every morning. My subordinates know I care about them both personally and work wise, however, it doesn't mean I don't scold them when they go wrong. But what I hear most times that amazes me is when they say because of you, we will go the extra mile (HR Business Partner, DB).

I think it depends on the leadership style in practice within the branch. However, speaking for myself, I believe in open leadership style and having a cordially relationship with my staffs. From my observations based on my leadership style, I can say having a cordial relationship with my employees; it helps them to put in their best. I allow them to operate at their own discretion and by so doing, my employees are happy coming to work knowing that their boss is a friend and always there to help out. Such openness from the manager or supervisor makes the employee to go the extra mile for the organisation (HR Business Partner, UN).

Q9: Equal and fair treatment to all employees, do you think it improves their engagement level?

Treating employees fairly and equally was also found to influence how engaged employees can be. Most of the respondent argued that, when employees are been treated fairly and equally, it brings about an engaging and peaceful atmosphere. However, favouritism in the organisation will lead to disengagement:

At times when praise is given out to a colleagues, other employees always have the tendency to consider whether the employee is worthy of the particular reward by thinking about it in the context of what themselves and the rest of the team delivered. If they consider the praise to be unfairly distributed they are likely to become dissatisfied and disengaged (HR, Manager, Znit).

As we always say “the greatest asset an organisation has is its workforce”, as a result, any factor that causes disunity among employees will ultimately harm the organisation's progress. Having said that, treating employees fairly and equally should be a great priority in an organisation because, if employees have the slightest thought that their colleagues are been treated better, it will undoubtedly leads to less productivity among the staff (Branch Manager, Sterling, BK).

The following table below was formed using thematic content analysis in analysing the interview transcripts. The first section of the table represents similar patterns in responses of

the interview or pattern matching as Gibbs (2002) and Yin (1994) called it. Searching for patterns has been considered an important activity in qualitative study, as it involves discovering all related issues regarding the interview responses. The second section represents the questions asked by the researcher and in the third section are the similarities in the responses in the interviews. The last section represents the impact of the responses in relation to employee engagement within the banks. The impact was coded on the basis of ‘very strong, strong, moderate, low and very low’

Table 18 THEMATIC CONTENT ANALYSIS

| Themes | Interview question | Outcomes | Impact |
|---|--|--|--------------------|
| <ul style="list-style-type: none"> ✓ Setting of targets ✓ Culture ✓ Employee union ✓ Fair treatment ✓ Economic situation ✓ Leadership style ✓ Holiday packages ✓ Training and re-training ✓ Employee satisfaction | <p>What is your general opinion about employee engagement in your organisation</p> | <p>Strong and very important concept within the banks in Nigeria</p> | <p>Very strong</p> |

| | | | |
|--|---|--|--------------------|
| <ul style="list-style-type: none"> ✓ Clear Guideline ✓ Direction ✓ Map | <p>Do you think employees knowing what is expected of them every day helps them to engage with their jobs?</p> | <p>Right direction Help in achieving organisational goals Guides employees A map to achieve goals</p> | <p>Very strong</p> |
| <ul style="list-style-type: none"> ✓ Facilitate ✓ Enable ✓ Simplify | <p>Do you think employees having the materials and equipment to do their work properly will make them more engaged with their work?</p> | <p>Facilitate job Makes the job easier Encourage employees</p> | <p>Very strong</p> |
| <ul style="list-style-type: none"> ✓ Chart ✓ Pathway ✓ Channel | <p>Do you think that an employee knowing the mission/purpose of the organisation helps them to engage more?</p> | <p>Clear purpose Sense of meaning in the job A motive to be focused</p> | <p>Very Strong</p> |
| <ul style="list-style-type: none"> ✓ Self-assurance ✓ Assertion ✓ Push | <p>Do you think job security can lead to employee engagement?</p> | <p>Confidence on the job Encourages engagement Removes distractions Job security pushes employees to do their best</p> | <p>Very Strong</p> |
| <ul style="list-style-type: none"> ✓ Morale ✓ Relieve anxiety ✓ Accepting atmosphere | <p>Do you think co-worker relationships have any impact on employee</p> | <p>Relieves tension Loving atmosphere Ease stress of working long hours</p> | <p>Very Strong</p> |

| | | | |
|--|--|--|-------------|
| | engagement? | Boosts employees' self-esteem Creates trust amongst workers | |
| <ul style="list-style-type: none"> ✓ contentment ✓ energised ✓ Beyond monetary values | Do you think when employees feel the job they are doing is meaningful, it makes them more engaged in their jobs? | Creates excitement Happy coming to work Increased engagement Feeling of gratification | Very strong |
| <ul style="list-style-type: none"> ✓ Mutual understating ✓ Sense of belonging ✓ Feel appreciated | Do you think employees' relationships with their supervisors help them to engage with their work? | Feel comfortable at work Feel valued and loved | Very strong |

Research question two

The findings obtain from the quantitative hypothesis testing was used to form the following research question, nonetheless, the overall objectives of this study remains the same.

2. How is employee engagement different from other management concepts, e.g., (a) employee job satisfaction, (b) motivation, (c) involvement, (d) organisational commitment and (e) OCB?

Based on the literature review on employee job satisfaction, the researcher identified four aspects of job satisfaction that have been found by various studies to induce job satisfaction in employees. These factors have also been tested quantitatively in this study. The findings from the quantitative study showed a positive relationship with engagement. Interview question were then formed around these factors (leadership, promotions, organisations image and pay) and the results are presented below.

The respondents were initially asked what their opinions on job satisfaction concept within their respective banks. The responses to the above question vary. While some of the managers suggested that happiness on the job comes first, others pinpointed pay and allowance as the basis for job satisfaction:

From a personal point of view, “being satisfied means being happy, it means you are part of something big. Having that sense of belonging is ok and makes you want to work harder for the organisation” (HR Manager, HB).

Others suggested that being satisfied on the job depends on individual employees and what makes them happy: “In my own opinion, it depends on the individual, but for me, when I enjoy my job, it will definitely lead to engagement” (Branch Manager, Enterprise bank).

Another respondent went further to argue that “to be satisfied is to be engaged”:For any employee to be actively engaged with his/her work, the employee has to be satisfied with his work. For me, a satisfied employee is an engaged employee (Head of Commercial Banking, GB).

A satisfied employee goes the extra mile to achieve his target. A satisfied employee puts his best for the company and a dis-satisfied employee only works for the resources the organisation can offer (Marketing Manager, BCS).

Q9: Leadership and employee engagement

A significant amount of managers suggested that leadership is crucial in getting employees engaged. The managers argued that a good leader inspires his followers to put in their best and also drives a business in a systematic and defined way. In addition, a proportion of the managers claimed that the leadership style in practice, in any organisation, to a large extent, can determine how engaged an employee will be. Another manager concluded by saying that, the better the leader, the more engaged the employee will be, but with a bad leader, the employee will be disengaged. Two selected interviews summarise the above idea:

When it comes to leadership or leadership style, it is the most significant and decisive factor of all businesses. Successful leaders have the indispensable apparatus, knowledge and skills to motivate and impact on their subordinates. Their ability to run an organisation competently and smoothly is undeniable. A good leader understands the mission statements, objectives, action plans and goals of the company and works with the employees towards realising them (HR Team Member, NIT).

Certainly, for me, leadership is the most important source of employee engagement. For any type of organisation to flourish and develop its operations, the organisation must make good leadership their main concern. A good and skilled leader is able to motivate work groups to achieve all the goals for that group and thus improve the overall quality of workplace experience for all employees. This also makes the employees happy to work for the organisation, thereby making them go the extra mile for the company (Regional HR Head, DBS).

Q10: Do you think Promotion and pay influences employee engagement

Managers' views were divided on pay and promotion. Some of the respondents maintained that pay and promotion are driving forces that get employees engaged, while other respondents disagree and claimed that pay and promotion do not necessary get employees engaged. A significant proportion of the respondents argued that, although pay and promotion are good incentives and motivators, however, with employees' engagement, pay and promotion ceases to entice employees at a certain stage. At this stage, it is just about how good an employee feels working for a particular organisation. Supporting the above assertion, selected manager comments:

Promotion or pay alone does not assure engagement. You might be promoted, yet you are neither fulfilled nor happy with the job. So for me, promotion or pay has a part to play in employees' engagement, but it is not the major reason behind employees' engagement in an organisation (Regional HR Manager, FB).

The other set of managers insisted that pay and promotion is the bottom line of engagement:

Pay and promotion are the major key factor in driving engagement. Naturally, employees will get more engaged if they know that they will be rewarded either with pay or promotion for their effort (HR Manager, SK).

Pay is important but ultimately not what determines employee engagement. Though it may also depend on the individual. Most employees might see pay as a source of engagement at the start of their careers, but as time goes on, they will realise that happiness on the job comes first. Even if you receive millions of Naira while working and you are not happy doing what you do, you can never be engaged. So for me, whereas pay is important, it is not the most important source of employees' engagement (Head of Commercial Banking, GB).

Q11: Do you think Organisational image influences employees' engagement

Organisational image was also found to boost employee engagement. A large number of the interviewees recommended that if the organisation works hard to build a reputable image, the employees will be proud of working for them and will go the extra mile to make sure the company's reputation is retained. In addition, some of the managers elaborated on the topic and indicated that a good organisational image helps identify employees and give them the morale boost needed for engagement. Another manager claimed that reputation building is the hallmark of employee engagement. He further stated that the image of any organisation is what speaks for the organisation. Branding, globalisation and competition works together in getting employees engaged and, as result, the better the image of the organisation, the more an employee will be willing to go the extra mile:

Every bank wants to portray itself as the bank in Nigeria, our employees are part of the branding, we try to give them all the training, all the support so that they can carry the image of the bank within their respective endeavours, so with that, I believe that branding can, to a certain extent, play some part in how employees see themselves and want to work hard (Marketing Manager, BCS).

Image is very important, even to an ordinary man. How you portray yourself will determine how people will see you. The same philosophy is applied to the organisation and its employees. If the organisation works hard to build a reputable image, then the employees will be proud of working for them and by so doing go the extra mile to make sure the company's reputation is retained (Assistant HR Manager, UNC).

I read an article by Greg Bilieu and he said, "The greatest heroes and leaders of histories are immortalized because of their significant contributions. On the other hands, those that have been a scourge to humanity are eternally condemned". For me, the same theory is also applied to businesses. The organisation's reputation must not be taken for granted; a contaminated repute can destroy even the most renowned organisation. So, for me, the organisation image can play a significant part in how engaged employees will be. When a company has a good image, its employees can walk around with their heads held high (HR Manager, HB).

Based on the overall results obtained above, the aspects of job satisfaction presented in the interview findings are clearly synonymous with employee engagement, therefore, the researcher argues that job satisfaction and employee engagement are synonymous with each other. If employees are to be engaged at work, the organisation has to, first and foremost, make employees satisfied on the job.

Q 12 Do you think Job involvement influences employees engagement

Employees' involvement in decision-making was also one of the parent concepts hypothesised to predict employee engagement. The findings suggest that employee involvement in the organisation is of significant importance if employees are to be engaged. 95% of the respondents argued that involving employees in decision-making, especially regarding matters that concern them, is a very good source of encouragement. They further suggested that such gestures makes the employees feel welcomed and valued, knowing that their contributions are important to the company. Such accolades will make the employee go the extra mile for the organisation:

One of the best ways to get employees working very hard is by involving them in most decisions before it is passed into law in the organisation. Involving workers while making decisions about the company's future and their wellbeing, helps reinforce the relationship between employees and employer. It fosters trust and respect from your employees and instils

a sense of responsibility in your workforce when you let your employees voice their opinions (Head of Commercial Banking, GB).

Involving employees in decision-making is extremely important, because the greatest asset an organisation has is its human resources... Employees symbolise a supply of knowledge, ideas and information for any organisation. If untapped, could bring an organisation down. Involving employees in the decision-making process not only empowers them to contribute to the success of an organisation, but also saves the company time and money, increases productivity and reduced outsourcing and ultimately leads to greater employee engagement (Branch Manager, ENT).

It's good to be democratic when it comes to making decisions or creating policies in any organisation. Before taking any decisions, it is good to listen to opinions from your subordinate. For example in this bank, before we take any decision, we normally send out emails to every staff of the bank updating them on the issue under discussion, and then we encourage them to bring in their suggestions. These suggestions will be analysed by the top management and then a decision will be made based on all the employees' opinions. So I will say getting employees involved in decision-making is very important if you want them to be more engaged. It gives them confidence and a feeling of belongingness with the organisation (Head of Operations, ST).

The overall assumption from the result of the interview indicates that job involvement can, to a certain extent, improve employee engagement.

Employee commitment

Subsequent studies on employee commitment have produced divided and contradictory findings. A number of research studies discussed in chapter two of this report insisted that commitment is not different from engagement, while others argued that both concepts are distinct in their respective ways. This study aimed to find common ground regarding the dispute by proposing a new finding between the two concepts. In doing this, the researcher identified a few common findings of employee commitment (Table 1.2) across different studies. These findings were initially tested using a statistical correlation method. The result obtained from the correlation testing were then use to form interview questions.

Q13 Do you think effective communication affects employee engagement

A good communication network was found to significantly improve employee engagement; almost all the respondents maintained this view. They argued that efficient communication enhances employee engagement, because through effective communication channels, problems are easily solved. They further suggested that through such channels, co-workers can easily access fellow co-workers, instead of having to move from one office to the other trying to locate people:

The importance of good communication within the organisation cannot be overlooked. For me, good communication skills go further than conversations; workers must know how to commune well in written reports and emails. Understanding the significance of efficient communication helps organisations to focus on developing a workforce that is able to communicate within the firm and with customers, vendors and international business partners and overall, increases employees' engagement level (Marketing Manager, ABU).

If communication is not so clear, it will affect employees' jobs and in the banks, we try to make a point of duty that such communications flows up, down, horizontal and vertical. We do have so many means of communication; we have the internet, chat box and many others. We believe that if communication flows, we understand ourselves better and equally understand what we are expected to do. In addition, we equally have what we call the employees commitment and communication unit and marketing and communication as a department. This is to tell you how serious we take communication (HR Business Partner, DB).

Q14: POS and employee engagement

POS was found to improve employee engagement: 90% or more of the respondent thought that if the organisation demonstrates their support to its employees both at work and out of work, their employees will be enthused to do more. Further enquiry revealed that employees will be more than eager to go the extra mile for their organisation if they show greater support to them:

If my organisation show interest in my welfare in form of training, sick leave or maternity leave, that will definitely make me to work harder, knowing that my contributions is been valued (Marketing Manager, SKB).

It is a two way thing, I will definitely give my best to my organisation if the support me in times of troubles and tribulation. But if they don't, then there is no reason for me to work beyond my stipulated hours or pay (HR Manger, MSB).

Q15 In your own opinion, do you think career development encourages employees' engagement

Based on the findings from the interviews conducted, organisations that promote career development were found to have more engaged employees. Most of the respondents argued that constant training and development sets employees apart and encourages others within the banking industry in Nigeria. They further suggested that career development is one aspect of initiatives every organisation must not overlook. The themes in their responses is summarised below:

Training is necessary; it is a tool to keep employees updated with happenings around their surroundings. As a banker, career developments give you more edge and equip you with the tool to succeed and fight off competition. For us here, training is on a daily basis. We have in-house training and sometimes we also send out employees abroad to interact with foreign bankers and borrow some of their ideas for use in our banks here. So training and development, I believe, is also a tool that can lead to employees' engagement (Head of Operations, UN).

Organisations that encourage employees' career development are more likely to attract talented employees. In addition, through career development an employee will develop skills and experience to help the company achieve higher objectives. Organisation that promotes career development will see a higher level of commitment and better retention from its key employees (HR Team Member, NIT).

Career development is as important to an employee as pay is. For me, I will prefer a company that can constantly train and develop my knowledge. Any organisation that is committed to providing training and development will certainly retain its top flyers and attract the best talent in the world (Regional HR Head, PHB).

Based on the overall statement from the managers, employee commitment and employee engagement are mutually related. It is extremely difficult to see one functioning without the other, as a result, this study argues that for an employee to be engaged at work, certain aspects of organisational commitment should be satisfied.

Employee motivation

Employee motivation, just like other parent management concepts, has also been linked to employee engagement. However, this study, after a meticulous review of the literature in both concepts, projected that certain features of employee motivation are predictors of engagement. The aspects identified in the literature review include, expectation of reward, the need for achievement and the need to acquire power and affiliations. These features of employee motivation have also been tested quantitatively in this research. They were found to be significantly correlated to engagement. Interview questions were formed around the outcome of the correlation analysis and the results are explained below;

Q16: Do you think employees need to acquire power and affiliation impacts on their employees' engagement

The need to acquire power and affiliation in the organisation had divided opinions. 40% of the respondents augured that the desire to acquire power and affiliation does not in any way lead to employee engagement. The interviewees' arguments are as follows;

The more power you acquire in an organisation, the more responsibilities... when you assume a leadership position in this organisation, you become responsible for you subordinate performance if they don't perform well, you will be held responsible so I do not think the need to acquire power or affiliation can improve employees' engagement (Head of Commercial Banking, GB).

While 60% of the respondents believe that it does make employees want to work harder, for example:

Employees are naturally power oriented. Most employees only work hard in order to get promoted and achieve the managerial roles where they can have authority over their subordinates, to some extent. The need to achieve such power and affiliation can actually motivate an employee to be engaged (HR Manager, MIB).

When an employee is promoted, he will have more responsibilities and I believe achieving such power and affiliation will make the employee more engaged (Branch Manager, ENT).

While there was divided opinion on the need to acquire power and affiliation, 95% of the respondents agreed that the need for achievement does inspire employees to get more engaged with their jobs:

Having aspiration helps you to meet your KPI, because if you do not have such drives in you, you might not be pushed to meet those KPIs (HR Team Member, NIT).

If you as a banker want to be a bank manager someday, you have to start thinking and working extra hard as a manager. For example, if your branch manager is bringing in a deposit base of ten billion, you have to start thinking of how to meet up with such target and the only way you can achieve that is by going the extra mile for the organisation (HR Manager, STB).

The employees that have this achievement needs are more realistic, resilient and more productive, because they desire to be on top. Need for achievement is an employee's urging to excel, to accomplish in relation to a set of standards, to struggle to achieve success. So employees with this kind of attitude are an asset to the organisation because they will go the extra mile in order to achieve their heart's desire (Marketing Manager, BCB).

Q17: Do you think an employee's expectation of reward for a task completed impacts on their employees' engagement

Expectation of reward was also found to play a part in engaging employees. All the respondents agreed that any form of reward is a major boost to employee engagement. They believed that if employees know that they will be rewarded for doing a good job, they will put in their best, for example, one of the respondents summarised the argument below:

Saying that employees are valuable is not enough. Organisations need to put their money where their mouth is and give monetary or any form of rewards. These rewards can be for one employee or for the whole company for having a record year. It can sometimes come as cheap as a thank you card all the way to a catered company meal. No matter what, employees appreciate financial recognition (HR manager, MSB).

Judging by the responses of the interviews, it is safe to suggest that employee engagement is a function of the above-mentioned three motivational drivers. Consequently, the researcher suggests that employee motivation can, to some extent, predict employee engagement.

Organisational citizenship behaviour

Organisational citizenship behaviour is a concept that has been most linked to employee engagement. OCB simply refers to employees being allowed to work without excessive control while performing a task. It encompasses anything positive and constructive that

employees do of their own volition, which supports co-workers and benefits the company. It is the application of discretion on duty. This behaviour has also been reported to be a common feature of employee engagement. This study was design to look at how these concepts are related. The researcher used the five dimensions of OCB: discretionary effort, altruism, civic virtues, conscientiousness and sportsmanship to survey employee engagement.

Q18 Do you think giving employees discretion at work encourages employees' engagement

Employee discretionary effort has been found by various studies to lead to employee engagement; however, in the banking industry of Nigeria, the findings were divided among the interviewees. Some suggested it does not engage them because their work is guided by laid down rules and regulations:

In the banking sector, we don't allow employees discretion due to operational problems and otherwise, we have policies that every employee has to abide by, so employees discretion doesn't really happen in the banks (Regional HR Manager, HB).

Employees need to be allowed to take some certain decisions, but being in our kind of business, there are rules and regulation governing the industry. However, sometimes, in order to meet your target within the banking sector, an employee needs to take some initiatives, but such creativity is rare within the banking sector (Branch Manager, ENT).

We do not support employees working without control. The banking sector is different from other sector. Here we have laid dawn structures and guideline to follow. So employee discretion is not ultimately encouraged in the banking industry (HR Manager, Access bank).

60% of the respondents argued in favour of employees' discretionary effort:

For me there is nothing more important in a job than giving a free hand to your subordinates. You have to allow employees to think and make decisions, to be creative; however, you have to set a limit to what they can do because sometimes when employees are been given too much free hand, they can abuse it and do some stupid things. So I believe is good to allow employees to work at their pace but with a limit (Marketing Manager, BCS).

Allowing employees to be creative can undeniably increase employees' engagement, however, in the banking industry, we have laid down rules and regulations, structures through

which the bank operates. So employees' discretion does not really work in the banks (Head of Operations, SP).

Q19 Do you think organizations that promote altruism among employees will have more engaged employees?

Altruism is when we act to promote someone else's welfare, even at a risk or cost to ourselves. Based on this definition, employees were asked if having a co-worker that helps them to solve problems would improve their engagement levels. The findings were individualised. Most of the respondents argued that it can either engage or disengage with the following reasons:

Having a co-worker that helps me solve problems can either work positively or negatively, depending on the individual. Some can actually see it as an avenue to learn more from the co-worker in order to add more value to the organisation, while some other employee can take advantage of such good gesture to become lazy and disengaged (Marketing Manager, BCS).

It depends on an employee, when you help an employee solve problems, it might help the employee engage because he/she is gaining more experience from you, on the other hand, it can also make an employee very lazy because the employees will then believe that you are always there to help out. So it can engage and at the same time disengage (HR Regional Head, HB).

It certainly depends on the individual, it shouldn't be a generalised assumption, there is nobody that is perfect, neither is there anybody that has monopoly of knowledge. If you are having a challenge and your colleague steps in to help you, he/she has added extra knowledge to you. So I can say such gestures from a colleague can only make you to engage more (Head of Commercial Banking, GB)

Q19: Do you think organizations that promote civic virtues will have more engaged employees?

Civic virtue is behaviour on the part of individuals, indicating that they are responsible, participate in, are involved in, or are concerned about the life of the organisation. Based on this definition, employees were asked, "when your fellow employee is committed, responsible and participates in organisational events, does it make you want to go the extra mile for the organisation or do you feel disengaged?" The findings suggest that bank

employees are more engaged when certain qualities are demonstrated by their co-workers, for example:

It actually increases my engagement level, especially if you are in the same group or division with the said person. We have what we called KPI. If team A is doing exceptionally well, the other team tries to know what and how they are doing it so they too can adopt their system and do well too, so I will say that when my fellow employees is committed to doing quality job, it increases my engagement level and encourages me to do better (HR Branch Manager, ENT).

When you have a co-worker who is committed to doing a good job, it can work in two ways depending on the individual. For me personally having a co-worker who is committed is a good source of motivation and engagement for me. On the other hand, some employees might get envious of him and become disengaged instead (Head of Operations, GB).

It encourages me to be more engaged. Some people who actually perform well try to have meetings with other employees because they want to encourage them and talk to them regarding being more engaged and being around these employees makes the rest of us want to do well as well (Head of Operations, UN).

Q20: In your own opinion, do you think organizations who promote conscientiousness among their employees will have more engaged employees?

Conscientiousness consists of behaviours that go well beyond the minimum role requirements of the organisation. Based on the interview responses, conscientiousness was found to improve employee engagement:

Actively engaged employees will bring about employee engagement. By employing engaged pupils, the organisation is indirectly signalling to their employees that there is no room for disengagement otherwise you might lose your job. So I am confident that by employing more engaged individuals will motivate others to work better (HR Manager, MSB).

In my own opinion, being engaged is about adding value to an organisation and only the most active employees can make a difference in an organisation. So when these high performers are employed, they will pose a great threat to the already employed individuals, thereby making them up their performances and get more engaged (Marketing Manager, FC).

Q21: : In your own opinion, do you think organizations who promote Sportsmanship will have more engaged employees?

Sportsmanship has been defined as willingness on the part of the employee that signifies the employees’ tolerance of less-than-ideal organisational circumstances without complaining. It is an employee’s “ability to roll with the punches” even if they do not like or agree with the changes that are occurring within the organisation. This concept, unlike other dimensions of OCB, was found not to encourage employee engagement. Most of the employees argued that:

If employees’ engagement is about being happy while working, any negative behaviour from the organisation that puts the employee off will definitely not make employees engaged (Interview 1).

Based on the overall result from the interview exercise, it is safe to argue that, if the other four dimensions of OCB are directly predicting employee engagement, without sportsmanship, the researcher believes that, to a greater extent, OCB can predict engagement.

The table below summarises the thematic content analysis used for the interviews.

Table 19 THEMATIC CONTENT ANALYSIS

| Concepts | Dimensions of major concepts | Outcome | Impact |
|-----------------------------|---|------------------------------|---------------|
| Job satisfaction | <ul style="list-style-type: none"> 3. Leadership 4. Promotions 5. Organisation’s image 6. Pay | Leads to employee engagement | Very strong |
| Employee involvement | 7. Employee involvement in decision-making | Leads to employee engagement | Very strong |

| | | | |
|---|--|------------------------------------|-------------|
| Employee commitment | 8. Effective 9. Communication, 10. Organisational support 11. Career development | Leads to employee engagement | Very strong |
| Motivation | 12. Expectation of reward, 13. Employees' need for achievement 14. The need to acquire 15. Power and affiliations | Leads to employee engagement | Moderate |
| Organisational citizenship behaviour | 18. discretionary effort 19. altruism 20. civic virtues 21. conscientiousness 22. sportsmanship | Leads to employee engagement | Very strong |

Chapter Five

Discussion of Findings

5.0 Introduction

This chapter will discuss both the quantitative and qualitative findings from the research. In addition, it will discuss the practical implications of the findings in relation to the literature review in chapter two. Some of the findings of this research confirm expectations from the extant literature; however, these advances will not be called contributions in this chapter because the focus will be on more important contributions or additions to knowledge arising from the findings. The chapter will focus on comparing and contrasting the research findings with the already existing body of knowledge on employee engagement.

Kahn's (1990) ethnography study on engagement and disengagement was the first qualitative study done on engagement. One of Khan (1990) employee engagement findings is psychological meaningfulness. Khan's study argued that psychological meaningfulness correlated with employee engagement, and how profitable, enjoyable or satisfying is the work. Other writers, such as Hackman and Oldman (1980), Schwartz (2012), Frank (1992), Aktouf (1992), May et al. (2004) and Holbeche and Springett (2003) all argued in favour of Khan's idea of the psychological meaningfulness of a job. Their findings went further to suggest that feeling legitimately appreciated encourages people to give their best and, at the most basic level, makes employees feel safe. Employees experience such feeling when they feel worthwhile, useful and valuable as though their input to the organisation is recognised and that they are not taken for granted. To that effect, the individual has a primary motivation to seek meaning in his/her job.

This study tested the above findings, both quantitatively and qualitatively, and the results from the hypothesis testing and interviews carried out suggest that meaningfulness and recognition for a job well done are all psychological workplace conditions that can lead to employee engagement. Furthermore, Thomas (2009), supporting the above findings, reported that feeling predominantly good regarding one's occupation makes the employees believe they are doing something important (meaningfulness) and it gives the employees a sense of accomplishment. Richard et al. (2011, p. 34) also supported the above finding by indicating that "engaged employees find meaning in their work, and execute their responsibility with liveliness and enthusiasm beyond the minimum required.

Organisational reward practices and recognition of employees for doing a good job also revealed a positive association with employee engagement. The findings from both statistical analysis and thematic analysis suggest that when employees are been rewarded and recognized for their contributions, their engagement level will increase. This view was supported by Lavigna (2015).Lavigna study proposed that good communication, employees' voice as well as reward and recognition are all factors that can lead to increased employees engagement.

Target setting: Based on the findings from this study, target setting was argued to improve employees' engagement to some extent. Most of the respondents argued that if targets are set for employees, it would motivate them to put in their best. Mone (2010, p. 67) argued in favour of the above findings and stated that target setting is "levels that help foster employee's engagement". His study on employee engagement found that, through target setting, employees find their jobs more challenging, view their job as meaningful and, above all, provide the energy to go the extra mile (Mone, 2010).

Co-worker support and supervisors support: These were found in both methods as a workplace condition that can influence employee engagement. Co-worker support refers to co-workers assisting one another in their tasks when needed by sharing knowledge and expertise and providing encouragement and support (Zhou & George, 2001). Supervisor support is define as employees' belief concerning the extent to which supervisors value their contributions and care about their wellbeing. Employees who perceive support from their supervisors often feel obligated to pay back the supervisors' favours or kindness by helping them reach their stated goals (Eisenberger et al., 2002). This finding was inconsistent with some of the literature discussed in chapter two. For instance, May et al. (2004) indicated that an employee's immediate association with his supervisor or manager would have a tremendous impact on the individual engagement level, while Bulent et al.'s (2013) study of 483 service employees reported that supervisory support has a positive effect on engagement at high levels of perceived autonomy. Anitha (2014,) also highlighted co-worker relationship as a determinant of employee engagement. Rana et al.'s (2014) study also proposed that good interpersonal relationships between co-workers and supervisors are place of work conditions that can improve employee engagement.

The above findings also supports Khan's (1990) research of employee engagement, which states that interpersonal relationships amongst employees is one of the psychological

workplace conditions that leads to employee engagement. He further argued that employees feel safer when there is love, trust and mutual respect between co-workers. Richard et al. (2011), arguing in favour of this finding, stated that employees would be more engaged when they trust their boss and co-workers. Similarly, Shaw (2005) argued that, in conceptualising engagement, the relationship between employees and their supervisors as well as colleagues is vital. Elewa (2013), supporting the finding argued that good relationships at work or having friends, place employees in a comfortable position, thereby improving employee engagement. Truss et al.'s (2014) study also found that a lack of co-worker relationships leads to boredom, which is negatively correlated with employee engagement. SHRM's (2015) most recent study highlighted co-worker support and supervisors' relationships as conditions for engagement. In addition, Truss et al. (2014) indicated that engagement is fun at work; without other employees to create a fun atmosphere, disengagement might emerge.

Organisational image: This was also found to improve employee engagement, although research has not been done in this area; however, Brocket's (2009) study found organisational image to be associated with employee engagement.

Fairness and equal treatment: This was also found in both analyses to determine how engaged employees will be. This supports the findings from Maslach et al. (2001) and Frank, Finnegan and Taylor (2004) that highlighted perceived fairness and values as one of the employee engagement drivers. Similarly, Zhu et al. (2014, p. 682) highlighted that the absence of justice in organisations could discourage employees from engaging with their jobs, because they might believe that the effort invested would not be fairly acknowledged or rewarded by their organisation. Skarlicki et al. (2008) further stated that the absence of justice/fairness could lead to damaging and unscrupulous behaviour, such as reprisals, which will ultimately harm employee engagement.

Job security: This was also found both quantitatively and qualitatively as a workplace condition that can lead to employee engagement. Rothman and Joubert's (2007) study found that job security is co-related with employee engagement for mining managers. The impact of job security on employee engagement has not been widely researched; however, Truss et al. (2014) suggested that employees' expectations concerning job security within the organisation are a source of predictability that can enhance their level of engagement". SHRM's (2014) survey also highlighted job security as one of the workplace conditions for engagement.

In research question two, some aspects of organisational commitment, employees' involvement, job satisfaction, motivation, and OCB were found to predict employees' engagement. This finding to some extent confirms some of the literature on employee engagement and also disproves some.

5.1 Organisational commitment and engagement findings

Starting with employees' commitment, findings from both the hypothesis testing and the interviews carried out suggested that three components of organisational commitment (effective communication organisational support and career development) are predictors of employee engagement. Supporting the above findings, Tourish (2005) indicated that effective communication is arguably one of the factors that improve engagement. Elewa (2013) suggested that, without effective communication in the organisation, employee engagement might be difficult to achieve. Furthermore, the Wyatt Watson (2005/2006) study affirms that organisations that promote effective communication are 4.5 times more likely to have higher engaged employees. Brockett (2009) further highlighted the importance of effective communications by stating that, "even in economic turbulent times, effective communication could be a tool and strategy to challenge the negative effects of economic recession. Other studies such as Mishra et al. (2014, Lavigna, 2015) also indicated that effective communication leads to positive outcomes, such as employees' commitment.

Organisational supports have also been highlighted by a few studies as a component of employee engagement. Elewa (2013) suggested that, if organisations can show support to their employees, even in times of difficulties, they would certainly pay back through giving their best. Similarly, Brunnetto et al. (2014) indicated that, if employees believe the organisation values their efforts and are willing to support their development, they will go the extra mile to achieve organisational goals.

Career developments have also been studied by a number of scholars and consultancies. Hewitt's (2009) study pinpoints career development as a factor that improves employee engagement in Indian employees. Additionally, Tower Perrin's (2003) study also highlighted employee advance opportunity as a factor that improves engagement. Additionally, a recent survey conducted by the Times (2015) highlighted career development as one of the major source of employee engagement

Overall, it can be argued that organisational commitment, to some extent, predicts employee engagement. The findings from this study are supported by some of the discussions in the

literature review; for example, Macey and Schneider's (2008, p. 8) study suggested that commitment is an important facet of the employees' engagement. In addition, Wellins and Concelman (2005, p. 1) suggested that, to be engaged is to be actively committed to the organisation and to be committed is to be actively engaged. Furthermore, Ferguson (2005) also suggested that employee engagement is a global construct that is a combination of job satisfaction, organisational commitment and intention to stay with an organisation. Armstrong (2009) supported the above claim by stating that high organisational commitment has been found to increase engagement level and high engagement can be associated with high organisational commitment. Organisational commitment has also been found to be an outcome of work engagement (Kanste, 2011, p.11). McCashland (1999, cited in Dicke, 2007, p.9) defined employee engagement as "commitment or engagement – an emotional outcome to the employee, resulting from the critical components of the workplace" and used commitment and employee engagement interchangeably within the same sentence. In addition, the Corporate Leadership Council defines employee engagement as "the extent to which employees commit to something or someone in their organization" (Mello, 2013, p.5).

5.2 Job involvement and engagement findings

The findings from both methods applied in this study suggested that employees' involvement is a predictor of employee engagement. The findings are supported by some of the studies in the literature review, for example Salanova et al. (2005), Lavigna, (2015) all supported the idea by proposing that job involvement could be seen as a facet of engagement, though not directly equivalent because engagement is broader. Macey and Schneider (2008) conceptualised job involvement as a construct, which occupies a portion of engagement. Cooper-Hakim and Viswesvaran (2005) suggested that job involvement is a psychological construct that relates to how employees feel and do their jobs. This psychological aspect of job involvement is also in connection with the study's findings of a meaningful job. Brown (1996, p. 235) argued that the state of involvement implies a relatively complete state of engagement. Maslach et al. (2001) added that engagement can be characterised by energy, involvement and efficacy.

5.3 Job satisfaction and engagement findings

Findings from both the hypothesis testing and the interviews carried out suggested that, to a greater extent, some aspects of job satisfaction (pay, promotion and leadership) are predictors of employee engagement. Elewa (2013) argued that leadership is indirectly connected to engagement, while Senge (2007) asserted that leadership could also be a factor through which engagement is enhanced. Pay and promotion was found by various studies (IES, 2003; MacLeod & Clarke, 2009, p. 75; Siddhanta & Roy, 2011; SHEM, 2014) to predict employee engagement.

Overall, it is possible to say that job satisfaction, to a greater extent, predicts engagement. Although both concept have been defined and measured differently, the findings from this study suggest that one cannot function without the other. Employee satisfaction measures an employee's 'happiness' with the current job and conditions (Gallup, 2010). It does not measure how much effort the employee is willing to expend, as in employee engagement. However, the findings from this research are supported by some of the studies in the literature review, for example Simpson (2009) and Salanova et al. (2011) all suggested that job satisfaction is a predictor of employee engagement. Similarly, Yalabike et al. (2013) verified the above claims, stating that employees who are satisfied with their job should be engaged as well. Hulin and Judge (2003) noted that job satisfaction includes multidimensional psychological responses to one's job, and that such responses have cognitive (evaluative), affective (emotional) and behavioural components. This tripartite conceptualisation of job satisfaction is in consistent with Kahn's (1990) ideology of engagement where he stated that, in engagement, "people employ and express themselves physically, cognitively, emotionally and mentally during role performances". Further inquiry revealed that employee engagement is a function of employees' involvement and job satisfaction and enthusiasm for work (Harter et al., 2002).

Macey and Schneider (2008) contended that there is room for satisfaction within the engagement construct but indicated that employee engagement encompasses more than job satisfaction, confirming this research's findings on employee engagement as a combination of various management concepts. Further supporting the above idea is Robinson et al. (2004), who noted that the formulation of engagement contains aspects of two established psychological constructs: OCB (Organ & Paine, 1988) and commitment (Meyer, 1997), although they also stressed that engagement is a broader construct and is not entirely synonymous with either. Rich et al. (2010, cited in Truss et al., 2014) also argued that the

employee engagement concept is far bigger than behaviours exhibited by job satisfaction, job involvement and extra-role behaviours of OCB. George et al., (2008), defined job satisfaction as a collection of feelings and beliefs that people have about their current job. This definition confirms the theory of meaningful job found to influence employee engagement. Van Rooy et al. (2011) indicated that most managers believe that a satisfied employee is likely to be an engaged employee. Individuals with higher levels of job satisfaction and commitment have also been found to be engaging more with their jobs (Van Dyne et al., 1995).

5.4 OCB and employees' engagement findings

Employee engagement and OCB are the most closely related, as both encourage employees' discretion. Organ (1988) highlighted five possible ways through which employees can demonstrate their citizenship behaviour: (1) altruism, which means helping out a co-worker when they are feeling unwell; (2) conscientiousness, which refers to behaviour that goes beyond the minimum required level or expectation. It differs from altruism in terms of the dissimilar targets. The targets of conscientiousness could be a group, department, or organisation, whereas the targets of altruism are more personal; (3) sportsmanship, which refers to behaviour such as tolerating inconvenient situations without complaints; (4) courtesy, which refers to behaviour that helps to prevent problems in advance, rather than helping someone who already has a problem, and (5) civic virtue, which refers to behaviour involving participation in overall organisational issues, such as discussing and speaking up about issues related to an organisation.

Employee discretion was found to improve employee engagement. The finding is inconsistent with Sak's (2006) definition of engagement as the amount of discretionary effort that the organisation is willing to give the employees. Other dimensions of OCB mentioned above were also tested in both research methods (quantitatively and qualitatively) and they were all found to predict employee engagement. These findings echo the work of Robinson et al. (2004), who noted that the formulation of engagement contains aspects of two established psychological constructs: OCB and organisational commitment. Similarly, Mansoor et al. (2012) argued that engagement leads to increased OCB because it focuses on employee involvement and commitment to the organisation which, without doubt, lies outside the prearranged employees' contract.

5.6 Motivation and employees' engagement findings

Employees' motivation findings from both methods ('Quantitative and qualitative') argued that some aspects of employee motivation; (Expectation of reward, employees' desire for achievement, Power and Affiliation) predict employees' engagement, although not as strong as the other predictors identified. The reason is that motivation is divided into intrinsic and extrinsic factors. Intrinsic motivation is about doing something because it is inherently interesting or enjoyable, which is basically what engagement is all about, whilst extrinsic motivation is about doing something because it leads to a separate outcome, such as a performance bonus, which differs from engagement theories.

In conclusion, the findings from this study have, to some extent, confirmed some of the studies in the literature; however, there are other findings which have not been discussed here because they possess no known similarities with the body of knowledge in the field of employees' engagement study. These findings will be discussed in the next chapter under contribution to knowledge and recommendations.

Chapter six

Contribution/recommendations/conclusions and implications

6.0 Unique findings of the study

Employee engagement, as a concept, has become widely studied by academics, consultancies and organisations. Each of these studies has either contributed to the field or supported an already existing theory of employee engagement. However, while a lot of the studies agree on one commonality regarding employee engagement, which is that engaged employees are happy employees that are willing to work beyond the call of duty in order to achieve organisational goals, a number of writers have argued against viewing employee engagement as a new construct, claiming that it is an instinctive construct yet to be legitimised. As a result, it cannot be regarded as a new construct (Newman & Harrison, 2008). Harter and Schmidt (2008) similarly noted that employee engagement might, in theory, be distinct from other constructs, but it is not empirically different. Despite most of the studies agreeing that employee engagement is one step ahead of other management concepts, one existing problem is that all the antecedents of employee engagement remain similar to other management concepts, such as organisational citizenship behaviour, commitment and others. Although some researchers have evidently proven that, despite its similarity with other concepts, engaged employees possess some attributes that cannot be found in employees with other management concept behaviour. In addition, employee engagement has also been theoretically proven to possess a two-way obligation between the employee and the employer. Other studies argued that employee engagement is about applying discretionary effort in an organisation. Again, this last definition is a common feature of OCB.

- **New method/Setting:** Having extensively reviewed past antecedents to employee engagement, the present researcher took steps to validate its findings. Firstly, the research used a relatively new methodology (triangulation of quantitative and qualitative research methods) in studying and measuring the antecedents of employee engagement. This method has rarely been used before in justifying the findings on employee engagement. Secondly, the research was focused in a country where it has not been done or the interpretation of the findings has not been made before (Phillips & Pugh 1987, p. 36; Phillips, 1992;). For this reason, it fulfils the criterion for a contribution in a doctoral thesis confirmed by the authoritative guide of Phillips and

Pugh (1987, p. 35). A contribution is applying an established theory in a new setting. In this thesis, the established theory is employee engagement and the new setting is the banking sector of Nigeria.

- **Multiple concepts:** the research also brought together five management concepts while studying the concept of employee engagement. Below are the comparatively contribution to the body of knowledge on employee engagement, although few research studies have tried to define engagement by combining two or three parent concepts, for example, Christian et al. (2011), using a met-analysis, showed that employee engagement is a function of job involvement, job satisfaction and organisational commitment, however, none has combined five parent concepts in conceptualising engagement.
- **Linked to other work attitude concepts:** Most research on employee engagement has mentioned the similarities between engagement and other management concepts, however, the findings from this study argued that employee engagement is a step ahead of this other concept, but cannot function without their support. The findings suggest that employee engagement is a function of certain aspects of employee commitment, employee involvement, job satisfaction, employee motivation and organisational citizenship behaviour. In other words, an engaged employee is someone who possesses some of the attributes of the above-mentioned concepts. However, because this finding is based on a single sector in a particular country, the present researcher suggests that more research should be carried out on the same findings in other sectors, countries and economies in order to confirm the authenticity of the findings.
- **Culture:** Kahn's (1990) work on employee engagement describes engagement as an employee harnessing the psychological, emotional and cognitive aspects of them while performing a role. This study is further arguing that an employee's cultural attributes could be one of the greatest antecedents to the study of employee engagement
- **Economic situation:** The study also argued that employee engagement can be determined by the economic situation of a country. One of the managers suggested that most western countries, where the per-capita income is high, are more likely to have engaged employees than countries of Africa, where an average employee works purposely for the pay. One of the managers explained this finding by saying,

In Nigeria, the economic situation is harsh; people that work here want to make a living so that they can feed their children. For that reason, pay has become the major driving force for employee engagement. In some organisations/countries, employee engagement is better than others, depending on the leadership style and economic situation. So, based on my experience, I can tell you that in Nigeria, employee engagement is generally subjected to the economic situation of the country and the leadership style in practice in the particular organisation.

This finding was based on a single sector in a country. The researcher also proposes that more studies should be conducted in other sectors and countries to ascertain the outcome of these findings.

- **Internal employee union:** Another finding that should be tested in other sectors and countries is internal employee union. The study argued that, in Nigeria, there are a lot of protocols, where the junior employees are scared to air their views for fear of being sacked, and most of the employees argued that if employees are to come together internally and have a union, then employee will be prepared to go the extra mile for the organisation. However, because these findings are based on a single sector in a particular country, the present researcher suggest that more research should be carried out in other sectors, countries and economies in order to confirm the authenticity of the findings.
- **Competition:** The study suggested that, due to globalisation and excessive competition amongst companies today, one of the ways organisations can get employees working beyond the call of duty is by making the working environment competitive. One of the managers suggested that if organisations can create a scenario where employees are to compete with each other, there is bound to be employee engagement. Again, this finding is based on the banking sector of Nigeria; more findings should be done around these findings in other sectors and countries to ascertain the outcome.

Table 20

Summary of research findings/theoretical contributions

| Research aim | Previous conceptualizations of-employee engagement | Current-research findings | Emerg ed findings |
|---|--|---|--|
| To provide a new conceptualization of employee engagement through studying and analysing its antecedents | Physical, cognitive, and-emotional involvement of employees during role performances (Kahn 1990, p. 694). | Employee engagement is linked to other work attitude concepts | Culture plays a big role in determining employees engagement |
| | Engaged employees are charged with vigour, dedication and absorbed to their work.(Hallberg and Schaufeli 2006) | Employee' engagement could be influenced by economic situation of a country | Employees union also plays an important role in determining employees engagement |
| | Engagement is above and beyond simple satisfaction within the employment contract (Macey and Schneider 2008) | Engaged employees are passionate, dedicated and intrinsically motivated | Competition also plays a part in determining employees engagement |
| | Going the extra mile | Meaningfulness, job security, organizational support also influences engagement | Long shift in the banking system affects employee engagement |
| | Application of discretion within one's work,(Sak,2006) | Leadership, supervisors organizational- | The bureaucratic system within the banks also affects |

| | | |
|--|---|-------------------------|
| | support, image also plays a part in employees engagement | employees engagement |
|--|---|-------------------------|



Employee engagement is a multi-faceted concept which could be affected by a number of factors such organizational culture, employee commitment, employee involvement, job satisfaction, employee motivation and organisational citizenship behaviour. In other words employee engagement is directly linked to the above work attitude concepts but possesses few other characteristics that are not seen within them.

The research emerged findings are outcomes that came as a result of the interviews carried out, these findings were not originally part of the research aims and objectives, however, this factors were overly mentioned by the participants of the research. These factors were highlighted to be major features that could be valuable in conceptualizing employee engagement within the banking sector of Nigeria. However, additional research needs to be carried out within these areas in order to further validate the findings

6.2 Theoretical implication/Contribution of the study

- Substantial evidence from this research supports and extends Kahn's (1990) employee engagement model by providing empirical evidence that the conditions of employee engagement (Kahn, 1990) have an important relation with the antecedent and outcome variables examined in this study. One of the findings of this study emphasised the importance of Kahn (1990) meaningfulness of a job, and how it relates to employee engagement. HRD professionals could, for example, carefully design interventions that teach managers and supervisors how to help employees be involved in meaningful work that fits their abilities and interests, feel safe at work cognitively, emotionally and physically (Kahn, 1990), and have the available resources, both tangible and intangible, to complete their duties
- A further finding from this research highlights leadership, reward and recognitions as well as pay as antecedents to employee engagement. Leaders play an important role in the development of engagement by "projecting the ideals and characteristics that are tied to engagement drivers, such as being supportive, and providing a vision to the employees that goes beyond short term goals but the long term goals of the organization" (Batista-Taran, 2014, p, 18). Rewards and recognitions of good work performances is a very good way to boost employee engagement in employees within the banks (Saks, 2006). This research findings suggest that rendering praise to employees when they do a good job motivates them to go the extra mile. Furthermore, the involvement of employees in decision-making (Manuel & Lloyds, 2003) is also another important way to influence their engagement level. Organizations need to develop the habit of consulting employees on issues of importance. It gives employees a feeling that their opinions and suggestions are essential within the banking environment
- Further theoretical contribution to this study would be to conduct additional research on one of the dimensions of OCB (sportsmanship). Even though this research indicates that sportsmanship does not correlate to engagement, more investigation needs to be carried out to further validate the results of this research.
- Another area of theoretical importance is job security and organisational image as antecedents to employee engagement. Empirical evidence from this study have shown that lack of secure employment, adequate skill use, opportunities for career progression, and a disjointed sense of organizational identity has led to what some

scholars characterise as a highly disengaged employees (Anderton and Bevan,2014). Although it has been proven by two methods in this research that the two above-mentioned areas influence engagement, there is still a lack of evidence in the literature that these two factors influence employee engagement.

- The context of the study also shows that many aspects associated with OCB create greater employee engagement. The aspects are listed within the research, so banks can understand better the antecedent aspects of employee engagement. Furthermore, banks need to pay greater attention to the area of career development. This research suggests that employees place career development above every other antecedent to employee engagement.
- Finally, this study provides a more unified definition of engagement. The study emphasised engagement as a multi-dimensional concept that is composed of many interrelated and similar dimensions (Harter et al., 2002; Luthans & Peterson, 2002; Macey & Schneider, 2008; Robinson, 2007; Robinson et al., 2004; Saks, 2006, 2008). In preceding investigations, countless factors have been acknowledged as important and contributing to conceptualizing employee engagement, several of these are place of work variables. This study collectively summed up many aspects of previous research to assist in clarifying the employee engagement concept and highlighting the consistencies and inconsistencies within the current literature.

6.2 Practical implications/Contributions of the study

- In theory, employee engagement have been conceptualized by few authors as been different to other work related concept (Welch, 2011).However, the practical implications of this study begin with how practically impossible it is to measure extra-role behaviours. The extra-role behaviour of the employee refers to the “collection of a series of actions that are not described or defined as a part of the work or reflected in the official salary system of the organization” (Zhu, 2013, p6).From the above definition, it can be seen that extra role behaviours are at the employees discretion, as a result it is safe to assume that employees’ emotions change from time to time, depending on the situation and condition at work. Consequently, it is safe to presume that employee engagement will also revolve around an employee’s emotion. In view of this, other research work should be conducted on employee engagement and employees’ emotional responses.

- Since this study was conducted solely in Nigeria, one should be aware of the findings in term of generalisability to other cultural contexts. Though the empirical findings from this study can be very influential in boosting employee engagement in employees In Nigeria banks. However, it is also important to note that the general economic situation in Nigeria is below the acceptable living standard, as a result, the findings of this study could be greatly influenced by economic outcomes.
- In theory certain aspects of job satisfaction and other management concepts were found to predict employee engagement, the research cannot claim that these concepts ultimately predict employee engagement. Because each of the major concepts incorporated into the engagement framework possess many other aspects, as a result, more research needs to be carried out on other aspects of job satisfaction, organisational commitment, job involvement, motivation and OCB before generalisation can be made.
- Finally, Human resource development practitioners should support the development of employee engagement by training leaders, managers, supervisors and designing programs that give credence and sense of job meaningfulness to employees. These conditions will encourage employee engagement. As highlighted by this study and supported by other research (Harter et al., 2002; Arakawa & Greenberg, 2007; Saks 2006), leadership, discretionary efforts, supervisors efforts strongly, rewards, job meaningfulness etc. influence the levels of employee engagement. “Interventions for leaders, managers, and supervisors could take the form of formal development and coaching programs that focus on proven talent management practices” (Lockwood, 2007, p10). Research suggests that interventions designed to influence employee engagement should provide the above mentioned factors. As evidenced by the findings of this study, employee engagement has influential implication for companies; therefore those who direct these organizations ought to work to create fitting atmosphere for employee engagement to develop. As the field of human resource development continue to evolve, employee engagement becomes a tool for HRD expert to use in helping ever specialized employees in ever-specialized jobs (Beck, 2003) effectively function in an ever-changing globalized business world. Developing high levels of employee engagement in any organization is a work in progress however and this study contributes some interesting antecedents which could be very useful in designing very productive employee engagement pro

6.4 Implications for theory and practice

Research over the years has shown that engaged employees are more productive employees, customer focused, safer, and more likely to withstand temptations to leave the organization. “In the best organizations, engagement is more than an HR initiative — it is a strategic foundation for the way they do business”, (Swetha and Kumar 2015, p 60). “Organizations that have optimized engagement in practice have 2.6 times the earnings per share (EPS) growth rate compared to organizations with lower engagement in the same industry” (Swetha and Kumar 2015,p61)..

The driving force behind the popularity of employee engagement is that it has positive consequences for organizations. There is a general belief that a connection between employee engagement and Critical Business Outcomes exist (Harter et al., 2002).

However, the problem with employee engagement is that, in theory, it has been criticized to be the same with other work attitude concepts. This argument has been going on for the past 16 years and the more new research is being conducted on employee engagement, the more it similarities with other concepts keeps coming up. Though this research conceptualized employee engagement to be different to other work attitude concept, however, there is also an acknowledgement on the linkages between employee engagement and few other work attitude concepts.

6.5 Research Limitations

Unwillingness to participate: Most employees, especially those selected for the interview process, were unwilling to participate in the study. Some indicated company policy as a reason not to give out interviews, while others insisted that they do not want to be audio recorded. Most of the questionnaires were left for days without been completed and, as a result, some were misplaced. The researcher tried to rectify the errors by producing more questionnaires; however some were reluctant to participate and simply returned the questionnaires without filling them in. This is despite the researcher clarifying on the top of the questionnaire that their participation is anonymous.

Sampling method: Despite the fact that purposive sampling method selects employees with greater knowledge and experience of the subject area, the researcher in this case has no way of ascertaining which of the HR managers and directors are more knowledgeable in the area of employee engagement. For random sampling, the sampling was drawn with employees at

work on a certain day, employees off work were not considered and, as a result, there are possibilities of selecting an unrepresented sample from the population.

True nature of respondents: In carrying out any form of research, the researcher has to rely on information provided by the respondents, either through interviews or questionnaires. The researcher has no way of knowing the thorough nature of the responses. Some respondents might just randomly tick any box on the questionnaires without giving thought on the questions or give you a reply that suits your interests in the interviewing section. In this regard, Hutton (2010, p. 4) stressed that workers could often go on “automatic mode” when answering questionnaires if they feel the survey does not reflect their priority concerns in the specific context of their organisation.

Another limitation relates to the cross-sectional nature of this study. Concepts like job satisfaction, employee involvement and other concepts used in this study are very broad and only some specific aspects of these concepts were incorporated into the employee engagement concept. Although the statistical testing carried out showed possible direction in the relationships of these concepts, however, a general assumption cannot be made. Nevertheless, a cross sectional study design does not allow one to draw a firm conclusion concerning the causal order of variable.

Restricted movement: Due to the current crisis in Nigeria, the present researcher could not reach some of the organisations he wishes to use for the study.

6.6 Conclusion

This research set out to study the antecedents of employee engagement in Nigerian banks. The study identified various antecedents and predictors of employee engagement and through the review of literature, the study set out to answer the questions:

1. What are the implications of employee engagement in the Nigerian banking sector?
2. What is the relationship between employee engagement and (a) employee job satisfaction, (b) motivation, (c) involvement, (d) organisational commitment and (e) citizenship behaviour?

The research methodology section highlighted the major approaches and designs used in arriving at the research findings.

The main empirical findings were in chapter four (presentation of findings) and were discussed in chapter five (discussion of findings). These chapters serve as the basis for answering the research questions. The following conclusion was drawn from the research findings:

- Through an intensive review of the literature, it is difficult to pinpoint what employee engagement is exactly, though the definition given by Khan (1990) has been of great influence over the years and the concept still lacks a precise definition. In view of this, Macleod and Clarke (2009) indicated that there are over 50 definitions of employee engagement. Most of the study on engagement has always looked at the concept from its antecedents and its consequences. This study, although it studied the antecedents of employee engagement, its ultimate aim was the implications of the antecedents within the banks in Nigeria.
- A major revelation of this study lies in the fact the employee engagement is a construct that contains multiple facets within its framework. This study incorporated different aspects of other management concepts, such as job satisfaction, organisational commitment, motivation, employee involvement and organisational citizenship behaviour and all these aspect were found to predict employee engagement, reaffirming the notion that employee engagement is a concept that contains multiple facets of other management constructs.
- Most importantly, this study also affirms that the concept employee engagement, to some extent, is a situational and dynamic concept. The research findings suggest that

employees can be engaged depending on the country's economic situation. It suggests that countries with better economies are more likely to have engaged employees than countries with poor and corrupted economies.

- Finally, some of the respondents also made it clear that employee engagement cannot have a single conceptualization because organizational culture/National culture varies from country to country, as a result employees will behave and act in different ways regarding employees engagement.

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Appendix 1

Interview transcript

Interview 1 (Male) GTB

Researcher: What is your name and position?

Respondent: Team leader commercial banking group Abuja Nigeria (GTB)

Researcher: What is your general thought about employee engagement in your organization?

Respondent: Based on the level of my experience within the banking sector, I can tell you that employee engagement is a cultural concept because the organisation's culture or the policies laid down by the government is the greatest factor that either engage or disengaged an employee. For my organization, engaging employees has been the organizations top priority. We have been fortunate to have leaders that imbibed into the culture of engaging employees and 90% of employees that work for this organization have buy into the culture of employee engagement and for this reason, we have productive employees in the organization.

Researcher: in other words what you are saying is that employee engagement is a core concept in your organization.

Respondent: well it was a core concept and it is still but not as effective as it use to be.

Researcher: do you think employees knowing what is expected of them every day has any relationship with how they engage with their work?

Respondent: from a personal point of view, having worked in commercial banking for over 10years, knowing what to do makes me more effective in my work, if am to be moved to a different department, it might affect my engagement level as a result I can say knowing what is expected of me or specializing in a particular area helps employees engaged more.

Researcher: do you think recognition for a job well done has any part to play in employees' engagement?

Respondent: yes I do. With the little unit I manage, I found out that each time I tell my employees "well done, keep it up" they try to put in their best as to keep receiving more praise next time. I necessary do not give them money, but just that simple praise goes a long way to make them more engaged

Researcher: when your fellow employee is committed to doing a quality job, does it make you want to go the extra mile for the organization or do you feel disengaged?

Respondent: it actually increases my engagement level, especially if you are in the same group or division with the said person. we have what we called KPI, If team A is doing exceptionally well, the other team tries to know what and how they are doing it so they too can adopt their system and do well too, so I will say that when my fellow employees is committed to doing quality job, it increases my engagement level and encourages me to do better

Researcher: do you think that organizations that promote employees leaning and growth will have better engaged employees?

Respondent: yes please, constant training and re- training by an organization makes employees feel fulfilled and better in doing what they do.

Researcher: do you think if every employee is given the opportunity to take part in decision making; it will have any impact on their engagement level?

Respondent: last year, we had an exercise where every employee was given an opportunity to contribute, and air their views, it was rewarding, it was also very revealing, lots of things came out, people aired their grievance, those that were angry came out to say why they were angry and at the end of the day, most of those issues were looked into and re-addressed. If not given such opportunity, employees would have been working below average, so I will say involving employees is vital in engaging them.

Researcher: do you think reward has any part to play in engaging employees?

Respondent: engaging employees are of different types, money motivation is there, however, it is not all that matters, you will noticed that after a few years of working, money does not make you happy anymore, other factors comes in, even a simple letter from the M.D acknowledging your contributions will go a long way in increasing your engagement level.

Researcher: do you think organizations image has any part to play in employees being engaged at their jobs

Respondent: I will say it does have a lot to play in employee engagement, for example having worked for this organization a long time, it becomes part of you and you will be proud to be

associated with such organization. Organizations that have good image and a brand name will definitely make their employees want to engage more.

Researcher: In your organization, what are the factors that make an employee's satisfied with his or her work?

Respondent: from a personal point of view, being satisfied means being happy, it means you are part of something big. Having that sense of belonging is ok and makes you want to work harder for the organization

Researcher: so are you saying that having a great sense of belonging is a source of employees' engagement?

Respondent: yes please.

Researcher: do you think promotion has any relationship with employee engagement

Respondent: yes it does, for example if you come in with your peers and all of you put in your best. When your peers are being move up ahead of you and you know you did put in your best, it has a way of demoralizing you, so I will say promotion is very vital to engaging employees. If not handled well it can lead to employees' disengagement.

Researcher: do you think job security can lead to employees' engagement?

Respondent: let me tell you, we had a leader that brings people together in the past, he assured everybody that their job is secured and employees were going the extra mile for this organization then, however, his exist brought about a different module and a new leader came in with different way of work. Every now and then, the bottom employees have to be laid off so these affected the employees' engagement so I can say that job security plays a very important role in employees being engaged

Researcher: do you think having good communication amongst employees increase employee engagement?

Respondent: it does increase employee engagement because you solve problem easier, co-workers can easily access you instead of having to move from one office to the other trying to locate people so having you co-employee closer do make work easier and improves employees engagement.

Researcher: do you think the need for an employee to achieve a lot in an organization influences his/her engagement level?

Respondent: yes it does, having aspiration helps you to meet you KPI, because if you do not have such derives in you, you might not be pushed to meet those KPI. (Key performance indicators)

Researcher: do you think the need for employee to acquire more power and affiliation affect their engagement level

Respondent: unfortunately, the more power you acquire in an organization, the more responsibilities....when you assume a leadership position in this organization, you become responsible for you subordinate performance if they don't perform well, you will be held responsible so i do not think the need to acquire power or affiliation can improve employees engagement.

Researcher: do you think that management decision affects employees' engagement?

Respondent: management decision does play a very vital role in engaging employees for instance, in the last example I gave you about change of management which led to a change of management module, the new administration has made series of changes which I believe will not lead us to higher destination in five years time. So management decision does have a role to play in employees' engagement.

Researcher: do you think co workers relationship has any impact on employees' engagement?

Respondent: if you are in leadership it is different, for me I will correct you when I need to and praise you when I have to. For me if a co worker does something wrong I rather correct him at once, so I will say if I have a co worker whom I have a good relationship with, it will encourage me to put in more. The same can be said about your boss, if you have a boss that encourages you, you can go the extra mile for the organization, but if you have the one that doesn't, you won't.

Researcher: do you think when employees feel the job they are doing is meaningful, it makes them more engaged at their jobs?

Respondent: some organizations excel at creating meaningful workplaces where every employee becomes part of creating success, cohesiveness, and culture at work. A meaningful

job creates excitement in the employees and brings out their inner most feelings towards their jobs. This I believe can be regarded as engagement on the job (Interview 1)

Researcher: do you think employees being allowed to work at their own discretion will make them to put in their best?

Respondent: control varies, in this organization, we give a lot of freedom to employees, and this freedom makes employees believe they are part of the process. So I can say yes to that statement

Researcher: having a co worker that helps you solve problem, will these improve your engagement level?

Respondent: we do a lot of mentorship; you have somebody to guide you as a result, when you have a co-worker that steps in to have you solve problems, I believe it will help you to engage with your work more.

Researcher: is there any other comment you have concerning employee engagement based on your past experience elsewhere

Respondent: employee engagement to me is about having a dream. You can only make people believe in you dream when you make them part of the dream, if employees don't believe that they are part of this organization, they are bound to be disengaged. No matter how insignificant an employees is even if it's a cleaner, organizations should endeavour to make them part of the organization. So for me the greatest factor that can lead employees to go the extra mile for any organization is their involvement with the organization, they have to believe that they are valued and part of the organization.

Interview 2 (Male) Keystone

Researcher: Can you please tell me your name and department

Respondent: HR business partner covering Abuja and the northern states

Researcher: Based on your experiences, what are your general opinion about employee engagement in the banking sector here in Nigeria?

Respondent: we have two culture in this organization; which is engage to improve performance. We ways of engaging employees in the bank. All staff of the bank have what we call the key performance indicator, through this key performance indicators, employees are made to work extra had in other to meet up with their target. This procedure makes the employees engage more with their jobs

Researcher: do you think employees knowing what is expected of them make them want to engage more with their jobs?

Respondent: yes, in the banking sector, it is extremely important that the employee know what is expected of them because it enables them to know their target and this encourages them to put in their best in other to achieve their target.

Researcher: do you think employees having the materials and equipment to do their work right will make them more engaged with their work

Respondent: Without the necessary tool to do a job, the task will be difficult to achieve, as result having the right tools will definitely encourage an employee to do more.

Researcher: do you think recognition for job well done encourages employees to work had?

Respondent: yes I do, when it comes to rewarding of employees, the bank takes special care; we make sure that all high performing employees are rewarded adequately. We evaluate employees occasionally and select the high flyers and reward them and I believe that such gestures increase their engagement level. In addition, we also promote employees when due, also this also put smiles on their face and makes them to engage more

Researcher: do you adequate knowledge of the organization mission/purpose helps employees to engage more with their work?

Respondent: yes i do, we always train our staff to know the mission purpose of this bank which i believe every staff is aware of that, we always inject it into their minds that this is where are coming from and this is where we are trying to reach and I believe such knowledge goes a long way in engaging them.

Researcher: do you think career development within the organization makes employees more engaged?

Respondent: we have series of training, both in-house and off-shore training and i know that this form of gesture from the organization makes employees want to put in their best for the organization.

Researcher: do you think employees' involvement in decision has any part to play in them being more engaged?

Respondent: well yes, we time to time meet to discuss various issues and challenges in the system, with that we will be able to know where we have challenges and how to address the challenges. We have created a room for staff to come in and table their problems so we can jointly address the issue. We operate an open door policy and with this policy staffs are more involved and more engaged at the same time.

Researcher: do you think leadership style have any role in the way employees engage with their jobs?

Respondent: well it depends on how the leader works with his subordinate, as a HR person, I know leaders should carry their people along in decision making, however, sometimes, because of head office pressure, the leaders sometimes apply pressure on their subordinates, but overall, I believe that leadership is very vital for employees engagement.

Researcher: do you think the organizations image has any part to play with employees' engagement?

Respondent: Every bank wants to portray itself as the bank in Nigeria, our employees are part of the branding, we try to give them all the training, all the support so that they can carry the image of the bank within their respective endeavours, so with that I believe that branding can to a certain extent play some part in how employees see themselves and want to work hard.

Researcher: do you think there is any relationship between an employee's job satisfactions and how he/she engage with his/her job?

Respondent: we have many forms of ways through which we thank our employees like numerous allowance in other to keep them satisfied. Through these schemes, I believe our staffs are doing great and happy.

Researcher: so are you saying pay and promotion plays great part in getting employees engaged.

Respondent: yes, especially promotion. Promotion is very important in the career of a banker, if a banker does not get promotion as at when due, it disengaged such employee

Researcher: what about job security, employees being assured that their jobs are secured, will it inspire them to go the extra mile for the organization?

Respondent: over the last few years, banks have been dropping staffs and these have affected performance in the employees. Our staffs these days believe that no matter how hard you work, at the end of the day, the bank might ask you to go. So these has created a problem for the management in trying to balance the fear in employees and the attitude to their jobs, so I can say that employees job security has a lot of part to play in employees engagement.

Researcher: do you think an employee's need for achievements plays any role in how engaged he/she is?

Respondent: I will say yes because most employees want to attain certain level and that makes them work very hard. We have that here and that is how the issue of promotion often comes in. Employees work hard because they want to excel and be promoted to a certain level.

Researcher: do you think when employees enjoy the job they do, it makes them more engaged at their jobs?

Respondent: off course, in fact, if the environment is ok and you are satisfied with your jobs, staffs tend to put extra effort in other to achieve the organizational goals. Some don't even mind to stay at office to 8pm because of the satisfaction and joy they drive from working for this company.

Researcher: you talked about top management decision for a while now, this decision from the management does it cause employees to engage more with their jobs

Respondent: I will say it makes them to engaged because when there is a decision by the top management for instance, the top management can say any employees who meet his/her target will be entitle to some incentives, such decision propels employees to go the extra mile to achieve their target. However, there is a downside to it, when management start talking

about cutting cost, that is where the problem comes in, such decision about cutting cost can disengage employees.

Researcher: do you think employees relationship with their supervisors have any relationship with the way they engage with their work

Respondent: yes it has, you see a good working relationship between managers and their subordinate yields better output but in a situation where the manager and the supervisor don't see eye to eye, it hampers productivity.

Researcher: what about co-worker relationship, does it influence engagement too.

Respondent: We encourage such relationship, we make the system so flexible so that our employees can bond with each other, in fact we also encourage marriage between co-workers, and such working pattern makes employees more comfortable to put in their best

Researcher: do you think employees working at their own discretion increase engagement in them?

Respondent: In the banking sector, we don't allow employees discretion due to operational problem and otherwise, we have policies that every employee has to abide by, so employees discretion doesn't really happen in the banks.

Researcher: co-worker helping co-worker to solve problem, does this encourage engagement in employees?

Respondent: it makes you work harder because most of the employees learn from their co-workers, in this organization, we encourage staffs to work together and learn from each other, such gesture improves engagement in employees.

Researcher: when you have a co-worker that is committed to doing quality work, does it make you work harder or does it disengage you?

Respondent: It depends on how the job function is divided, some people are more experienced than the other, the more experienced one might likely get more work than the less experienced one that sometimes may discourage the less experienced one. In addition, most employees believe that why the other person might be assumed to be more engaged than him is because of the level of responsibilities given to such employees as a result during performance review, the employees that handled more responsibilities can be regarded as more engaged

why the once that handled less responsibilities are regarded as not engaged. Employees want to be given equal job responsibilities, so it can serve a competitive base for all employees.

Researcher: So are you saying that competition has part to play in employees' engagement?

Respondent: Yes it does.

Researcher: based on your experiences both here in the bank and other places you have worked, is there any other comment you would want to make regarding employees engagement?

Respondent: carrying employees along, management should not be far away from employees. Also having an internal union within the bank helps a lot. Such union can serve as the mouth piece of the employees because employees are most a times scared to air their view out. Employees feel that when they speak out, they might be next to be sacked. But if there is a union and a president who can carry the employees complain to the management, the employees will be better off.

Researcher: So, in summary, what you are trying to say is that employees union can be a source of employees' engagement?

Respondent: Yes please, in fact union is very important, if employees are to go the extra mile for their organization.

Interview 3(Female) Standard CB

Researcher: Can you please tell me your name and position

Respondent: Marketing Manager

Researcher: Based on your experiences, what are your general opinion about employee engagement in the banking sector here in Nigeria?

Respondent: basically, to bring out the best in my employees, I treat them as I would want to be treated; I believe every single employee has the right to do well when treated fairly. To bring out the best in employees, you have to look at their concerns, cultural difference and treat every issue of theirs comfortably .By doing so, they will see that you actually care about their welfare and not just how much they bring in for the bank. That genuine care when shown to them will engage employees perfectly well.

Researcher: do you think an employee knowing what is expected of them makes them more engage.

Respondent: yes definitely, I think people should be given target, if you don't have a target, you might probably not know what they do, you become an "everything goes person" which I believe does not encourage engagement.

Researcher: do you think when employees feel the job they are doing is meaningful, it makes them more engaged at their jobs?

Respondent: In my opinion, a meaningful joy gives pride to the employee and being proud of what you do or where you work makes an employee go the extra mile for the organization (Interview 3)

Researcher: do you think employees being recognizes for a job well done encourages employees engagement

Respondent: definitely, one of the major complains employees have in general is not being recognize when they do a nice job. I have interviewed a lot of employees in the past and one of the most complains I receive is employees saying that they are not well thanked for doing a nice job. Most point out all the things they have achieved for their banks and were not even thanked for it, not even a pat in the back from their organization

Researcher: do you think employees being equipped with all the necessary equipment and facilities they need help improve their engagement level.

Respondent: Again, I think it's all in the mind because sometimes even with all the necessary tools, some employees will still not perform, for instance, I know of some organization where a team of five people makes use of one equipment, yet they perform very well, so for me even where there is no much equipment, having the spirit of sharing can go a long way in engaging employees

Researcher: do you think employees knowing the organization's mission/purpose makes them more engaged

Respondent: yes definitely, I interviewed someone one once and the person said the reason why she wants to leave her organization is because of the lack of integrity, then you come to a place like here where I work and they integrity is there. Its part of the key values of this organization, in fact we have a form where you feel in if you notice you colleague not

displaying integrity at work. So I believe that organizations values and mission can encourage engagement.

Researcher: when you have colleague that is committed to doing a quality job, does it makes you engage more or disengages you?

Respondent: it encourages me to be more engaged. Some of people who actually perform well try to have meeting with other employees because they want to encourage them and talk to them regarding being more engaged and being around these employees makes they rest of us want to do well as well.

Researcher: do you think employees' involvement in decision making helps them to engage more with their jobs.

Respondent: yes definitely, I don't believe that a boss knows everything; I think we are all learning and I believe that a new entrant can teach me one thing as to how to run my business better. I believe both the employee and employer needs each other. I could have a complex idea on a particular project while a junior employee can have a more simple idea on how to deal with the same project so I think it's a right and fruitful approach to get every employee included in decision making.

Researcher: do you think that organizations that promote career development in the employees are more likely to have engaged employees?

Respondent: definitely. If I have these feeling that when i excel at doing something, am going to be promoted or trained, I will go the extra mile to achieve that.

Researcher: do you think there is any relationship between employees' job satisfaction and how they engaged with their jobs?

Respondent: Yes I do, it's about the right motivational techniques, if properly motivated, employees will go the extra mile.

Researcher: do you think pay and promotion can give an employee meaning fullness in his/her job.

Respondent: you move from job to the other not necessarily because of the pay or promotion, most times not even because of the people because as a new entrant, you have no clue about the people working there already. For me, the first thing that draws me to job is the pay, although it never use to be, it use to be the job satisfaction but not knowing anything about

the company takes job satisfaction out of the picture leaving the amount of pay, training the company can offer.

Researcher: do you think an employee having the feeling that his job is secured play any role on how engage such employee will be?

Respondent: insecurity can cause an employee not to give his best because when an employee is not sure of his/her job, instead of going out to bring in customers, he/she will be busy going for interviews, looking for plan B in case if they are sacked. So I think job security is paramount to an employee's engagement.

Researcher: do you think good communication network plays any role in employees' engagement

Respondent: First of all, in this bank, there is freedom of speech, I can approach my boss at any time to discuss the problem am facing, and so is every other organization I have worked for in the past, so for my good communication does help employees engage more.

Researcher: what about an employee's need for achievements, do you think it can drive an employee to go the extra mile for the organization?

Respondent: Yes I think so. Nobody wants to be left behind, you don't want a situation whereby your other colleagues are doing fine and you are not. So you strive within the best of your ability to fit into the Nigerian market in other to excel

Researcher: do you think there is any relationship between top management decision and how employees engage with their work

Respondent: Yes I think so, for instance, sometimes when we have meetings with our senior management and you make a comment of something you are dissatisfied with, they listen and one of the reasons why I said they listen is with the action taken after the meeting, you will see that something is been done, So I can say that there is a relationship between management decision and employee engagement.

Researcher: do you think having a good relationship with your supervisors makes employees more engaged?

Respondent: for me, having a good relationship with my people is vital and from what they tell me, I believe they work better when we have good relationship, although people can lie to you but even from other places I have worked, I try to sustain a good relationship with my

people. I make the environment a place where employees are happy and want to come to work every morning. My subordinates know I care about them both personally and work wise, however it doesn't mean I don't scold them when they go wrong. But what I hear most times that amazes me is when they say because of you, we will go the extra mile.

Researcher: do you think an employee, when allow to work at his own discretion, will be more engaged?

Respondent: It depends; it can also lead to fraud. I always believe there has to be boundaries. You can give a person room to be creative and bring out ideas; if those ideas work within the parameters of the organization then why not but I believe people need structures to work with otherwise things might get out of hand.

Researcher: do you think a co-worker helping you to solve problem makes you more engaged with you work?

Respondent: yes, it make more engaged and for me there is something new to learn from the person

Researcher: Finally, based on your previous experience with other banks, what can you tell me about employees' engagement?

Respondent: I use to work abroad and place where there is an open door policy, but when i came to Nigeria, it is a different atmosphere, there is too much ego amongst employees, there is harassments someone could just look at you and for no reason dislike you and make your life a living hell in a place of work, so you can say people are not always sincere around Nigeria organizations and for that reason, employee engagement is still developing in Nigeria.

Interview 4(male) First bank

Researcher: Can I know your position in the bank?

Respondent: Principle manager, head of HR strategy and development.

Researcher: Based on your experiences, what are your general opinion about employee engagement in the banking sector here in Nigeria?

Respondent: I will always tell you the once I know. I will start by telling you that organizational culture play a very important role in engaging employees. What we do in this

bank to encourage and equally engage our employees. We do what we call analysis of job, job description and job evaluations. The first step in engagement is the employee to know what exactly is expected of him/her and also know steps required to take in achieving those actions. Without the employees knowing what exactly to do, without any employee knowing what to deliver or know how to achieve his KPI, I believe the employee might not really be fully engaged. Beside knowing what is expected of the employee, we have also equally develop some initiative in the bank that will help an employee engage more with his/her job. What we have done is to first of all look at the individual competences and job of our employees. We try as much as possible to link the individual competences to the job competences, by doing this; you encourage the employees to love the job, know the job, related with job and become excited doing the job. This is another productive way of promoting employee engagement.

Researcher: What employees having the necessary facilities and equipments to perform their job, do you think it has any relationship with employees' engagement?

Respondent: Of course it does, because after knowing what to do; there will be tools for you to assist you in achieving the set target and goals that you are suppose to deliver and such tools is what we called the work station. Before ever assigning an employee to a particular work, as I said before we look at the competences I mentioned earlier and if their exist gap, then we train and re-develop such individual. In addition to that, we provide what we call an enabling environment; the enabling environment here has to do with your relationship with your boss, colleagues and other superiors that are working in the same environment with you.

Researcher: Sir, what about job recognitions, do you think any employee being recognize for a job well done can lead to more engagement?

Respondent: I tell you yes it does and I will give you an example; apart from the financial pay for a job which we do as pay for performance, the pay performance is based on scores obtain by employees. If you have a very high score at the end of the appraisal period, you receive a pay for performance. In addition, we have the executive mentorship; this is not a financial reward, if you are outstanding in your function, you will have a chance to be mentored by the group managing director and in group of over 13,000 employees, if you are selected to be mentored by the GMD, it is a very big privilege.

Researcher: do you think any employee knowing the mission/purpose of the organization helps them to engage more?

Respondent: the first thing of the organization to have a vision and the other thing is to have the employees buy into it. To have employees engage is not just about employees knowing what the mission purpose of the organization is. They need to know it, buy into it, see the big picture and know what direction the organization is going toward, by so doing employee engagement will be encouraged. If we need to use the organizations vision to engage our employees, we need to develop what we call a teaching framework or a work-sharing framework where you need to take these visions to the employees. In this bank we engage in what we call a road show framework through which travel around our branches all over Nigeria to educate our employees on how important it is for them to imbibe into the organizations vision

Researcher: do you think that having a co-worker who does a quality job than the others engages the other employee or disengages him/her?

Respondent: we are performance driven organization and we have set up what we call the balance core card to drive what we describe as the quantitative and qualitative aspect of performance. For a competitive organization like ours, year in year out we have different employees wining prizes, this will tell you that every employee in this bank strive to be committed not minding how the other person is doing. In addition, by intuition, you can also know that when a group of persons wins the bank ultimate prize at the end of the year for engaging more, it directly motivates the rest of the employees and make them want to engage more in other to win next year.

Researcher: do you think when employees feel the job they are doing is meaningful, it makes them more engaged at their jobs?

Respondent: Every employee has a different reason for coming to work every morning, for me I wouldn't do any job I don't enjoy doing because I will never give my best. I believe that the best way to keep an employee engaged is by figuring out where his/her strength lies within the organization, by so doing, the employee will be kept motivated and engaged.

Researcher: do you think organizations that promote career development in employees are likely to have more engaged employees?

Respondent: Career is one aspect of initiatives in this organization that we don't take likely; we have a career development department who are specialize in human development. We

ensure we have a career map that will propel our employees to greater heights' will use myself as an example, I started working here after my graduation in the operations for two years after which I realize that my individual competences lies within strategy because i read economics up the masters level. While in strategy realize that I could do a lot like relationship management, marketing and other areas within management. So from my experience, I can say that career development has played a very vital part to the level I am in now.

Researcher: do you think a leader's behaviour or his management style has any relationship with employee engagement?

Respondent: definitely, it's all about leadership, everything we have been discussing lies around leadership, whether we have the best system, best framework or best policies. It is the leader that will determine to what extent all the above mentioned initiatives can work and effectively implemented. Leadership skills and style is very vital and crucial in determining employee engagement. You might have the best of individuals trying to put in their best, but when the leader does not give them the opportunity to that, it leads to frustration and disengagement.

Researcher: do you think that an organizations image has any part to play with employees' engagement?

Respondent: Basically. I will give you an example, we are now in the era of branding and that is the image. Branding is perception of the organization that is not seen by the eyes. The issue here is how the public perceives the organization. That takes us to branding and the most important question is what the reputational image of the organization is. It is very important for an organization to have a good brand and this good reputation in turn makes the employees to walk with the heads held high in anywhere they go in the system. Before now, is organizations image was nothing to write home about but for the past 4-5years now, every employee in other banks want to work with us because the image of our bank is so much hence that it has attracted good name from the public. So I can authoritative tell you that image, branding has a lot to do with employee engagement.

Researcher: do you think pay and promotion can push an employee to go the extra mile for the organization?

Respondent: I must tell you, money, pay and promotion seizes to motivate at a certain stage. So it's not necessarily about the pay or the promotion. It's just about how good you feel

working for a particular organization and that's the bottom line of employee engagement. So pay and promotion to an extent does not make employees to engage more.

Researcher: what about job security, do you think job security has any part to play with employees' engagement.

Respondent: if employees are not sure of the next meal, their engagement level will definitely be affected, and that's why I say to you today that in our organization, apart from driving performance, we equally encourage tenureship. We promote employees and we equally assure them that their job is secured and to a greater extent, this organization does not lay off employees anyhow. It's a place where to the best of my knowledge, the job security is assured. However, it does not mean that employees should then go to sleep or lazy around because they are guaranteed of their jobs. In ensuring job security, the organization has to be very careful because sometimes when employees have the feeling that their job is secured, they can be unengaged and play pranks. So in summary, what I am saying is that, when there is job security, there will be higher engagement from the employees. However, sometimes, in rare cases, it can also lead to disengagement.

Researcher: do you think an employee need to achieve greater positions in the organization can lead to employee engagement?

Respondent: I can say yes to that question in the extent that for an employee's individual aspiration. If you have a high aspiration and the organization also have the same aspiration, this two can lead to higher engagement in the employee. For example, this institution is set out to be the best in the industry and you as an employee in this organization needs to also set out to be the best but in a situation whereby the employee has no individual target, then there will be disengagement.

Researcher: do you think that when organizations have a good communication network, it can lead to higher engagement in the employees?

Respondent: definitely. If communication is not so clear, it will affect employees' job and in the banks, we try to make a point of duty that such communications flows up, down, horizontal and vertical. We do have so many means of communication; we have the internet, chat box and many others. We believe that if communication flows, we understand ourselves better and equally understand what we are expected to do. In addition, we equally have what

we call the employees commitment and communication unit and marketing and communication as a department. This is to tell you how serious we take communication.

Researcher: as part of the senior management personnel in this organization, do you think your decisions affects employees engagement

Respondent: definitely. Leadership is paramount to employee engagement and if you want to encourage engagement in your organization, you have to lead by example. The hall mark of leadership is the growth of subordinates. Personally were ever i have led teams, when am leaving, the cry. This is because i have understood what it means to groom people and when i do it, i also engage myself more with the job

Researcher: do you think employees been allowed to work at their own discretion increases their engagement level?

Respondent: to be honest with you, if you want to have a failed organization, micro-manage the employees because one of the things you learn in the motivational theories is allow the employees to make mistakes. After making the mistakes, you are there to guide, mentor and show them how to do it right. But when you keep controlling them so much, you are actually causing more harm than good. So what am saying is that when employees are allowed to showcase their initiatives, they work better.

Researcher: do you think having a co-worker that helps you solve problem makes employees more engaged?

Respondent: It certainly depends on the individual, it shouldn't be a generalized assumption, there is no body that is perfect neither is there anybody that has monopoly of knowledge. If you are having a challenge and you colleague steps in to help you, he/she has added extra knowledge to you. So i can say such gestures from a colleague can only make you to engage more.

Researcher: Finally, based on your 27years experiences of working in the banking industry, is there any other information you will want to share with me regarding employee engagement?

Respondent: Well for me, employee engagement basically is a two way traffic. There is a responsibility on the part of the employees and there is also a responsibility on the part of the management to ensure that what the organization wants to achieve are met. So we must understand that it is not just about the management, the employee must be committed to understanding what the organization wants and try to align it with their own wants for the achievement of the organizations goal.

Interview 5 (Female) Eco

Researcher: can you please briefly introduce his/her self

Respondent: Marketing manager

Researcher: Can you tell me a little about employee engagement?

Respondent: Employee engagement is happiness on the job, if you are happy doing what you are doing, the natural thing is that you put in more effort and by so doing, you see yourself being the best. Your satisfaction on the job should come above every other form of incentive because money cannot solve all your problems. You need to be happy as a human being. Most times, you find out that even with all the bonuses in this world, you will still not be happy at your job.

Researcher: do you think employees having the materials and equipment to do their work right will make them more engaged with their work?

Respondent: Knowing what is expected of you is extremely important for an employee to get engaged, however, without the facilities and equipment to facilitates the task, the employee will not do his/her best. So to have a very active engaged workforce, a number of factors has to be put in place in which having the necessary tools to accomplish a task is one of them.

Researcher: do you think job flexibility encourages employee engagement on the job?

Respondent: well-being a married woman, obviously, a job that is flexible will make me happier and engage me more.

Researcher: do you think job security has any role to play in an employee's engagement level?

Respondent: If you have job security, you are stable and it allows you to think better, but when there is no job security, you become unstable. Rather than spending time on your job, you spend more time looking for option B. Job security in the banking industry in Nigeria is barely there because of the fact that the industry is target driven

Researcher: do you think being recognized for a job well done can influences employees engagement?

Respondent: yes it does, being recognize for a job well done makes you happy but there should be an ultimate end to it. You will want some kind of gratification. In Nigeria, a promotion will make the recognition look better.

Researcher: do you think when employees feel the job they are doing is meaningful, it makes them more engaged at their jobs?

Respondent: certainly, having a meaningful job is very important because a less meaningful job can be very demoralizing, when an employee is not attached to his job; the likelihood of doing it well is below average

Researcher: do you think employees been treated fairly and equally influences employee engagement?

Respondent: well, in the banking industry, we have what we call the KPI. when you observe that every employee is been treated equally for instance those that meet up with their KPI are being promoted and those that did not are penalize, such act drives you to be more engaged with your job bearing in mind that your effort will be rewarded.

Researcher: do you think that organizations that promote career development in their employees will have more engaged employees?

Respondent: recently the bank had a couple of branch mangers that were send out of the country for training and development. Such training sets them apart and encourages other within the banking industry in Nigeria. However, I believe that extreme class room paper training is not relevant because you target is still out there for you to meet.

Researcher: What about leadership style, do you think a leader's behaviour or style has any role to play in employees' engagement?

Respondent: yes, for the banks, having a good leader makes a lot of difference, when you have a leader that is principled, a leader that his yes is yes and his no is no. A good leader will inspire you to put in your best, a good and focus leader will drive your business in a systematic and defined way. If you have a leader who pays little time to side talks and gossip, you will feel better working for the organization but if you have a leader who dwells more on gossips, it will distract you and might probably disengages you.

Researcher: do you think having a good organizational image influences employees' engagement?

Respondent: Yes it does, working for an organization that have a good brand helps identify you; it gives you the morale o want to work harder. You feel happy saying things like am working for an African institution that has got 34 branches all over the country. It makes you feel really good and proud to be associated with such intuition and it can also make you more engaged.

Researcher: do you think good communication within the organization encourages employees' engagement?

Respondent: well like you have noticed, the organization is structured along some business unit. A free flow of information and communication brings out the best as there are no gaps even in the absences of an individual.

Researcher: do you think co-worker relationships encourage employees' engagement?

Respondent: yes it does, when you have a good team spirit, it pushes you to cover for one another and the job moves even in the absences of some employees.

Researcher: do you think an employee's inclusion in decision-making influences his engagement level?

Respondent: yes, your voice been heard gives you that feeling of belonging and in this institution, we are encouraged to make contributions however because of the verse nature of this bank, there must be uniformity in all polices and decision within all the branches both here in Nigeria and abroad.

Researcher: do you think allowing employees to work at their own discretion have any relationship with employees' engagement?

Respondent: In this organization, we are allowed to bring in our own ideas but such ideas have to be guided and follow the right channel before it can be accepted. Naturally when allowed to work with proper guidance, employees might spend time doing other things that are not relevant.

Researcher: do you think having a co-worker who is committed to doing a quality job encourages you engagement level?

Respondent: It depends, when such employee is been rewarded for doing a quality job, it makes the other employees want to engage more but when there is no reward for such quality work, it does not encourage others. So we try as much as possible to encourage employees by some form of gratification

Researcher: Finally base on your previous experiences, is there any other information you can give me regarding employee engagement in Nigerian?

Respondent: well, all I can say is that for you to have quality employees, there is need for training, constant training .People should be encouraged to exercise their discretion. In Nigeria, the economic situation is harsh, people that work here want to make a leaving and be able to feed their children and for that reason, pay has become the major driving force for employees engagement. In some organization, employee engagement is better than the others, depending on the leadership style. So finally, I can tell you that in Nigeria, employee engagement is generally subjected based on the economic situation of the country and the leadership style in practice in the particular organization.

Interview 6 (Male) sterling

Researcher: Can I please know your position

Respondent: Branch Manger

Researcher: Can you please tell me some of the ways through which you get your employees engaged.

Respondent: First and foremost, every staff in the bank has a schedule of his/her own work, we have procedures and there are channels guiding every employee. These guidelines must be followed to the last in order to achieve the organizational goals. We have other parameters of engaging our employees; in addition, we also have measures through which we monitor the engagement level of employees

Researcher: do you think employees knowing what is expected of them can lead to employees' engagement?

Respondent: definitely, when you have certain parameters set out to each staff, I think it actually engages them on the job and to some extent off the job. Every employee needs to be well informed on the job, knowledgeable and well equipped in order to be very engaged. However, to achieve the above mentioned factors, every employee needs extra training in order to be more engaged and also to survive the competition within the industry. In summary, what I am saying is that to be more engaged, the employee needs to be equipped properly and facilities provided to facilitate engagement.

Researcher: do you think employees having the materials and equipment to do their work right will make them more engaged with their work

Respondent: sure it does. It will be of no use if any employee has all the knowledge about his/her job without having the tools to accomplish the practical aspect. In fact, in my experience, having the right tool is even more important to having all the knowledge in this world.

Researcher: do you think job recognitions can lead to employees' engagement?

Respondent: Yes definitely, finance is definitely not the only way to get employees engaged, there are other ways through which we can engage staffs, for example, I have a staff who I will be writing a letter of commendation for outstanding performance and this letter will be signed by the regional director himself and for a staff to receive such commendation from the director, I believe it is more rewarding than the financial expect of recognition.

Researcher: do you think employee-supervisor relationship influences employees' engagement?

Respondent: I think it depends on the leadership style in practice within the branch. However, speaking for myself, I believe in open leadership style and having a cordially relationship with my staffs. From my observations based on my leadership style, I can say having a cordial relationship with my employees; it helps them to put in their best. I allow them to operate at their own discretion and by so doing, my employees are happy coming to work knowing that his/her boss is a friend and always there to help out. Such openness from the manager or supervisor makes the employee to go the extra mile for the organization.

Researcher: do you think employees involvement in decision influences employees engagement?

Respondent: definitely, it's good to be democratic when it comes to making decisions or creating policies in any organization. Before taking any decision, it is good to listen to opinions from your subordinate. For example in this bank, before we take any decision, we normally send out emails to every staff of the bank updating them on the issue under discussion, and then we encourage them to bring in their suggestions. These suggestions will be analysed by the top management and then a decision will be made based on all the employees' opinions. So I will say getting employees involve in decision making is very important if you want them to be more engaged. It gives them confidence and a feeling of belongingness with the organization.

Researcher: do you think leaders behaviour or style has any relationship with employees' engagement?

Respondent: yes I think it does. Leadership is a very big topic, for us in this organization; we believe that everyone is a leader as at when such a person is taking decision on behalf of the bank. Just like in football, the person with the ball at a particular time is the one to decide what to do with it. However, leadership is very instrumental if employees are to be engaged.

Researcher: do you think organizations that promote career development are more likely to have engaged employees

Respondent: yes I think so. Training is necessary; it is tool to keep employees updated with happenings around their surroundings. As a banker, career developments give you more edge and equip you with the tool to succeed and fight off competition. For us here training is on daily basis. We have in house training and sometimes we also send out employees abroad to interact with foreign bankers and borrow some of their ideas for use in our banks here. So training and development I believe is also a tool that can lead to employees' engagement.

Researcher: do you think organizations image influences employees' engagement?

Respondent: definitely, I believe am working in a bank that has got all the reputation to be classified as one of the top banks in Nigeria and even Africa. We pride our self to be relevant in the banking sector. For us every customer is very important to us and through such services, we have distinguished ourselves in the market. So I believe that reputation boost engagement within the employees.

Researcher: do you think that job satisfaction can lead to employees' engagement?

Respondent: In my own opinion, it depends on the individual, but for me when I enjoy my job, it will definitely leads to engagement.

Researcher: do you think pay and promotion can actually lead to employees' engagement

Respondent: well believe every employee has a purpose and until when an individual understand his/her reason of becoming a banker or any other profession, such employee might not really be engaged. Without an employee understanding his/her motive on the job, such staff will definitely be materialistic and not engaged. With the above statement, I can tell you that pay and promotion to an extent might not really engaged employees.

Researcher: do you think organizations that have good communication network are more likely to engaged employees?

Respondent: yes, communication is very important for employee to engage for instance, an organization where employees are scared of voicing out their ideas to their manager or supervisor, such organization is bound to have less engaged employees and I can say authoritatively that their level of performance on the job will be affected. So clear cut communication is very essential if employees are to effectively engage with their jobs.

Researcher: do you think an employees need for achievement can lead to employees' engagement?

Respondent: yes because if you as a banker want to be a bank manager someday, you have to start thinking and working extra hard as a manager. For example if your branch manager is bring in a deposit base of ten billion, you have to start thinking of how to meet up with such target and the only way you can achieve that is by going the extra mile for the organization

Researcher: do you think allowing employees to work at their own discretion can lead to them being more engaged?

Respondent: Yes I think so. For me there is nothing more important in job than giving a free hand to your subordinates. You have to allow employees to think and make decisions, to be creative however, you have to set a limit to what they can do because sometimes when employees are been given too much free hand, they can abuse it and do some stupid things. So I believe is good to allow employees to work at their pace but with a limit.

Researcher: do you think when employees feel the job they are doing is meaningful, it makes them more engaged at their jobs?

Respondent: organizations that can provide a meaningful working environment will definitely have more engaged employees. For me a meaningful job is a job that every employee will be proud to be associated with, a job that gives the employee credibility and a reason to want to be at work every day even on weekends

Researcher: when you have a co-worker that helps you solve problem, does it makes feel more engaged

Respondent: It actually makes you more engaged. As a boss it means you are creating more leaders and there is nothing more important than having leaders around you because nobody

knows it all, so having employees that can help solve problem actually makes you more engaged.

Interview 7(Female) Zenith

Researcher: position

Respondent: HR branch manager

Researcher: I would like to know how employee engagement programs work with your organization

Respondent: First of all, we all know what the concept of employee engagement is. The concept works so well in this bank that it has become part of our culture. One of the principles of this bank is for employees to go the extra mile which we all know is synonymous with employee engagement in order to achieve the organizational goals. We emphasize on the concept to a great extent, we encourage our employees in every possible way to go beyond what is expected of them in their every day duties. So I can say the concept works well with us here in this bank.

Researcher: do you think employees knowing what is expected of them makes them more engaged?

Respondent: yes it does, if an employee does not know what is expected of him, there is no way such employee will be engaged, So knowing what is expected of you is vital if employees are to go the extra mile for the organization.

Researcher: do you think an employee having the right tools to do his job will make him more engaged?

Respondent: certainly, it just like a farmer to go to the farm without his hoe or cutlass. Every employee needs his hoe or cutlass in order to be productive. The organization has it as a duty to produce the necessary materials to facilitate the employees work

Researcher: What about recognition, do you think an employee being recognized for a job well done can lead to employee engagement?

Respondent: yes it does, recognition is key to employees pushing forward. If employees know they will be recognized for doing quality job, they will put in their best.

Researcher: do you think employees having a good relationship with their supervisors can lead to employees' engagement?

Respondent; yes it does, supervisors are leaders in their own way and if there is a good interpersonal relationship between them and their employees, it will encourage the employees to go the extra mile for the organization. Sometimes, for the supervisor.

Researcher: do you think when employees have a good knowledge of the mission/purpose of the organization, they will be more engaged?

Respondent: yes it does encourage employees; it's like having a map. The mission statement of any organization is a map to a destination. Once the employees are aware of the destination in the map, it encourages them to be more engaged with their jobs.

Researcher: do you think having a co-worker that is committed to doing a quality job, does it makes you feel more engaged?

Respondent: it really does encourage me a lot. It gives the feeling that I have support, a friend who is available to help out so it does make me more engaged.

Researcher: do you think employees' involvement in decision making plays any part in their engagement level?

Respondent: it definitely it does engaged employees more and as an institution, we encourage employees to contribute idea all the time. We solicit for ideas, innovations, creativity and inventions from our staffs so am sure it does help employees feel more engaged.

Researcher: do you think organizations that promote career development will have more engaged employees?

Respondent: sure it does, the environment is vey competitive. In Nigeria alone we have millions of graduate with less job vacancies, so organizations try their best to develop their employees, so I will say yes to that question.

Researcher: do you think a leader's behaviour or style can influence employees' engagement?

Respondent: yes it does a lot. A good Management style encourages employees; it is like a building with strong foundation. The leadership style is very important. When employees trust their leaders, they are more focused in delivering excellent jobs.

Researcher: what about reward, beside financial incentives, do you think other forms of reward can make employees engage with their jobs?

Respondent: Yes other forms of reward can engage employees, however, I must point out that it comes with different levels and experiences. For people that come from the poor background, financial incentives might be their main source of engagement. But I believe that as times goes on while on the job, finance might stop becoming the major source of engagement. Other forms like even just recognizing their talents can make them very engaged.

Researcher: do you think an organizations image makes employees engage more?

Respondent: yes it does. Branding is vital is boosting employees engagement. Branding is part of our organization, as you go higher in this bank, you are expected to carry the image along with you and there is also this nice feeling attached with working for an organization that has got a good reputation.

Researcher: do you think pay and promotion play any part in how employees get engaged with their jobs

Respondent: pay and promotion are the major key factor in driving engagement. Naturally, employees will get more engaged if they know that they will be rewarded either with pay or promotion for their effort.

Researcher: do you think job security can lead to employees been more engaged in their jobs?

Respondent: yes, nobody wants to work for an organization that today you are in and tomorrow you out. Job security is very important in promoting employees engagement in employees.

Researcher: do you think an employees need for achievement can lead to employees' engagement?

Respondent: yes it does, working is about reciprocity, what are you bringing in and what are you getting out. If what you are bringing in does not equate with what you are getting from the organization, employees will definitely not want to be engaged.

Researcher: do you think being excited in a job is enough to engage you?

Respondent: there is nothing more rewarding than going home at night and being happy or fulfilled about what you have done in the office. Excitement is key, that feeling of I have done something, that feeling of having a meaningful job is very important for engagement to take place. You can be paid a lot of money and yet you are not happy. Being happy on the job is something money cannot grantee.

Researcher: do you think having a good relationship with your co-worker makes you more engaged with your job

Respondent: yes it does, in banks in Nigeria, we spend so many hours in our jobs, sometimes we even stayed till 8pm so you need to build a cordial relationship with your co-workers in other to enjoy your job and also reduces the pressure of working long hours.

Researcher: do you think employees being allowed to work at their own discretion can lead them to engage more with their jobs?

Researcher: employees working at their own discretion do have a relationship with the way they engage with their jobs. Yes we do know that bank jobs in Nigeria is structured just like any other place in the world and that is because of the nature of our business, however in this bank, employees are encouraged to bring in their ideas, to bring in innovations and I can say allowing employees to work to the best of their strength is a key motivator to employees engagement.

Respondent: do you think having a co-worker who helps you to solve problems can make you more engaged?

Researcher: yes it depends on an employee, when you help an employee solve problem, it might help the employee engage because he/she is gaining more experience from you, on the hand, it can also make an employee very lazy because the employees will then believe that you are always there to help out. So it can engage and at the same time disengages.

Respondent: Finally, based on your experiences of working in the banking sector is there any other information you can give me regarding employee engagement?

Researcher: let me mention something, diversity is already becoming a very big issue in Nigeria. The way people in the 1980s worked is now different from the way we are working now. Employee engagement must go beyond money, the new set of employees in Nigeria now are not looking for money alone. Employees are looking for organizations where factors like holiday packages, flexibility, job security and so many other incentives outside pay is encouraged. Pay is good; however it is not the ultimate source of employees' engagement.

Interview 8 (Male) Union

Researcher: Position

Respondent: Operations Manager

Researcher: Can you tell me a little about employee engagement in your organization?

Respondent: employee engagement is a very interesting topic which this organization has focused on for the past two, three years. This bank believes the concept of employee engagement is one which is very vital in motivating the staffs because the bank believes in employees going the extra mile in order to adequately satisfy the customers. In addition, as part of the employees engagement programme, training is being provided by the bank to its employees in order to encourage employee engagement.

Researcher: do you think employees knowing what is expected of them makes them more engaged?

Respondent: yes it does, when an employee knows what is expected of him and has the right motivation, plus the right tools to work with it definitely helps the employee to be more engaged.

Researcher: do you think when employees are given the right equipment and facilities to work with, it makes them more engaged?

Respondent: certainly it does, with the right tools and facilities, the employees will go the extra mile for any organization.

Researcher: do you think employees receiving constant recognition for a job well done make them more engaged?

Respondent: yes it does, there is a recent in this bank where employees were acknowledged for a good job and this has shown in the bank's output.

Researcher: do you think a good supervisor /subordinate relationship makes employees more engaged?

Respondent: it definitely does the relationship between an employee and the supervisor is very important. The better the relationship, the better the job performance

Researcher: do you think organizations that promote learning; growth and development are more likely to have engaged employees?

Respondent: When an employee is trained adequately and he/she has all the required knowledge, such employees will definitely be more engaged than the others.

Researcher: do you think employees' involvement in decision making in the organization makes them more engaged?

Respondent: Yes it does, when a staff feels his contribution is been taken seriously, it creates a feeling of belongingness thereby leading to employees engagement.

Researcher: do you think leadership has any relationship with employees' engagement?

Respondent: yes it does, for good performance and engagement; there must be a good relationship between employees and leaders of organization. The behaviour exhibited by a leader can either be a source of engagement or disengagement .So leadership is very vital in employees' engagement.

Respondent: well every employee might have a different view of what is most meaningful to him/her at work, for me a meaningful job is one that pays well and have other benefits and allowance attached to it. However, I also concord the idea that if an employee is happy with his work, such employee will do everything within his power to add value to the organization he/she works for

Researcher: do you think an organizations image plays any role in employees' engagement?

Respondent; yes it does. The image of the organization actually plays an important role in engaging employees. There is this inner satisfaction employee's drive from working for a reputable organization.

Researcher: do you think employees been satisfy working in an organization makes them more engaged?

Respondent: yes it does. A satisfied employee goes the extra mile to achieve his target. A satisfied employee puts his best for the company and a dissatisfied employee only work for the resources the organization can offer.

Researcher: do you think pay and promotion plays any part in employees' engagement?

Respondent: I think the individual needs to first of all align his individual goal with that of the organization. An employee who is already on the managerial level will see pay as a source of engagement and motivation while an employee who is still a junior staff will see promotion as a source of engagement. So it depends on the individual and their respective aspirations.

Researcher: do you think a good communication network between employees encourages employee engagement?

Respondent: certainly, when there is a good and clear cut communication between the units, it will definitely improve employee engagement.

Researcher: do you think an employees need for achievement can improve his engagement level?

Respondent: yes it does, when an employee is achieving his goal in the organization, such employee will definitely put in more effort.

Researcher: do you think an employee need to achieve more power and affiliation makes the employee more engaged?

Respondent: yes it does. When an employee is promoted, he will have more responsibilities and I believe achieving such power and affiliation will make the employee more engaged.

Researcher: do you think an employee relationship with a fellow employee can make him more engaged?

Respondent: yes it does, no man is an island. Employees need that closeness with each other in order to be very effective at their jobs.

Researcher: do you think employee been allowed to work at their own discretion improves engagement.

Respondent: Employees need to be allowed to take some certain decisions, but been in our kind of business; there are rules and regulation governing the industry. However, sometimes,

in other to meet you target within the banking sector, an employee need to take some initiatives but such creativity is rare within the banking sector.

Researcher: do you think having a co-worker that helps you solve problem encourages employee engagement

Respondent: As supervisor, it does not make me more engaged. Having a co-worker that helps to solve problem is a good thing, however it does not help me get very engaged.

Researcher; finally based on your experiences in the banking sector, is there any other information you can give me?

Respondent; the banking industry is seriously working on the concept of employee engagement. The banks now know how important it is for employees to give in their best as a result employee engagement concept has become a core area that needs to be worked on. In addition I believe that for employees to fully engaged, the bank should devote more time to training and re-training because good trained and knowledgeable employees are the source of a good employee engaged programme.

Interview 9(male) enterprise

Researcher: Position

Respondent: Operation Manger

Researcher: How do you engage your employees.

Respondent: In most cases, it is the bank that creates programme to engage the employees. The bank provides incentives like training, increment in salaries, promotions etc. These are some of the factors that make our employees go the extra mile for this organization.

Researcher: do you think employees knowing what is expected of them makes them more engaged?

Respondent: yes definitely, normally in every organization, there are job responsibilities and with such responsibilities, employees are in line with the bank goals. This I can say will help them to be engaged

Researcher: do you think employees been recognize for a job well done makes them more engaged?

Respondent: definitely. Every human feels good when they are been praised for doing something good. Employees are no exception. Even just thank you will go a long way to getting an employee's engaged.

Researcher: do you think employees been involve in decision making in the organization makes them more engage?

Respondent: obviously it does, when an employee is involve in decision to achieve a specific goal. Such employee tries his best to make sure the goal is achieved.

Researcher: do you think employees been allowed to work at their own discretion makes them more engaged?

Respondent: no I do not agree with that statement, I believe in serious supervision because in most cases, employees can use the time for irrelevant duties or use for unrelated priorities. So I believe that working under supervision, however employees should sometimes be allowed to use their initiatives.

Researcher: do you think employees having the materials and equipment to do their work right will make them more engaged with their work?

Respondent: yes I think so. When an employees is been provided with the necessary tools in his work place, it gives him a sense of direction and ultimately make him go the extra mile which I believe is synonymous with employees engagement.

Researcher: do you think that supervisor, or co-worker showing concerns to their fellow employees improve their engagement level?

Respondent: Yes, for any organization to progress there needs to be a cordial relationship between supervisors and their subordinate because when an employee is not happy with the supervisor or both of them are not in a good relationship, the end product will be disengagement.

Researcher: To what degree does the mission/purpose of your company plays part in getting employees engaged?

Respondent: Knowing the mission of your organization is like knowing why you are working for a particular organization. When an employee knows what the organization stands for, it will help motivate the employee to achieve the objectives of the firm. So I believe knowing the mission of the organization will go a long way in engaging employees.

Researcher: What would you say concerning the statement that my associates committed to doing quality work improves engagement level?

Respondent: when you have a co-worker who is committed to doing a good job, it can work in two ways depending on the individual. For me personally having a co-worker who is committed is a good source of motivation and engagement for me. On the other hand, some employees might get envious of him and become disengaged instead.

Researcher: do you think having the opportunities to learn and grow improves engagement level?

Respondent: My bank encourages a lot of learning and development within the employees and it has benefited us a lot because our employees are more engaged because of the growth and development offered by the bank.

Researcher: do you think opportunity for career development enhances employees' engagement?

Respondent: Every employee wants to grow in their respective careers, so having that opportunity will definitely encourage employees' engagement.

Researcher: Does the leaders behaviours and management style influences employees engagement level in the organization?

Respondent: For me, leadership is the most important factor in employee engagement. The failure and success of any organization depends on the quality of their leaders. A good leader tends to bring out the best in employees, while bad leaders do not. So a leader's management style is very crucial if employees are to be engaged with their jobs.

Researcher: Organizations image has been argued to play a very important part in employees being engaged, do you think so?

Respondent: We are now in the branding era; every employee wants to be associated with quality. Working for an organization that has got a reputable image will definitely make an employee engaged with his work.

Researcher: do you think pay is an important factor that determines engagement level?

Respondent: Pay is essential but will not guarantee employee engagement. If employees are not happy with the job, there is no amount of money that will make them engaged.

Researcher: do you think Promotion play part in getting employees engage at their jobs?

Respondent: promotion alone does not assure engagement. You might be promoted, yet you are neither fulfilled nor happy with the job. So for me promotion has a part to play in employees' engagement but is not the major reason behind employees' engagement in an organization.

Researcher: do you think Organizations that promote job security are likely to have more engaged employees?

Respondent: Job security is obvious very important. An employee who is not sure for tomorrow cannot do his best today. Instead of working hard for the organization, the employee will be looking for a different job should in case if he is fired tomorrow. So I believe that when employees are assured of his work, they will go the extra mile for the organization.

Researcher: It has been argued that good communication amongst employees increase engagement level. What is your opinion?

Respondent: good and clear cut communication network makes a job easy. When employees can interact with each other conveniently and effectively, they will work better.

Researcher: The work I do if meaningful (excited, enjoyable) makes me more engaged. What do you think?

Respondent: As I said before, meaningfulness in a job is all that matters. When an employee is happy about his job, although factors like pay and promotion are important but having a fulfilled job is key to how engaged an employee will be.

Researcher: do you think an employee need to acquire Power and Affiliation makes him more engaged with his job?

Respondent; Employees are naturally power oriented. Most employees only work hard in other get promoted and achieve the managerial roles where they can have authority over there

subordinate. to some extent. The need to achieve such power and affiliation can actually motivate an employee to be engaged.

Researcher: do you think having a co- worker who helps you solve problems or task makes you more engaged

Respondent: for me, it me more engaged and make work easier because normally, you are supposed to have a co-worker or subordinate who you can delegate work to, but that does not mean that you on the other hand have to be lazy.

Interview 10 (female) Sky

Researcher: Position

Respondent: Operations manager

Researcher: can you tell me a little about employee engagement

Respondent: Well, from my experience, the best way to make an employee put in his best is by making him happy; naturally, a happy person is a hard-working person. When an employee is happy about his job, the employee will do his/her best for the organization. So any organization that wants to have happy employees must figure out what really makes their employee happy.

Researcher: do you think employees knowing what is expected of them at work makes them more engaged?

Respondent: for me, an employee knowing what is expected of them is the first step to employees' engagement. It gives an employee to direction and guidance they required. Without an employee knowing what is expected of him, they employee will be like a blind man working aimlessly and certainly cannot be classified as an engaged employee.

Researcher: do you think that employees having the materials and equipment to do their work right will make them more engaged with their work?

Respondent: Just as I early mentioned, the first step to engagement is employees knowing what is expected of you. The second step is having the required tool to execute the task. An employee can be the best in theory and practical, but with the necessary tool to support his initiatives, the employee will be detached or disengaged as you call it.

Researcher: do you think that employees receiving constant recognition or praise for doing good work will have any effect on their engagement level?

Respondent: Naturally every individual wants to be praised or recognize when they do a good job, employees are no exception. A little praise for achieving a goal will go a long way in encouraging an employee to do better.

Researcher: do you think that supervisor, or co-worker showing concerns to their fellow employees improve their engagement level?

Respondent: yes it certainly does, how good you do your job certainly depends on how happy you are with the job, and one of the major reasons that can contribute to happiness on the job is your supervisor. If the employee is happy with his supervisor, he/she will certainly put in their best but if they are not, it will lead to disengagement on the job.

Researcher: To what degree does the mission/purpose of your company plays part in getting employees engaged?

Respondent: The mission of the organization is the companies guide to success, so for an employee to know the direction the organization is heading towards, I believe will inspire such employee to help in the attainment of such goal.

Researcher: do you think having the opportunities to learn and grow improves engage level?

Respondent: off course learning and development is very important for any employee because it is only to learning and development can an employee be innovative, creative and independent on the job.

Researcher: do you think Involvement in decision making and my contributions being valued makes an employee engaged?

Respondent: Yes I do. When an employee sees that his opinions are been valued and considered, it makes the employee feel wanted and loved. It creates a feeling of belongings and ultimately makes the employee want to go the extra mile for the organization.

Researcher: do you think that organizations reward system plays a very important part in improving engagement.

Respondent: There is a proverb that says “there is no smoke without fire”. What it simply means is that when an employee is working hard, he/she must have been rewarded in one way or the other. So reward is certainly a vital source of employee engagement.

Researcher: does the leaders behaviours and management style influences engagement level in the organization?

Respondent: Off course it does, leadership is a very vital area; the leadership style to large extent can determine how engage an employee will be. The better the leader, the more engage the employee will be but with a bad leader, the employee will be disengaged.

Researcher: do you think the Organizations image plays part important part in employees being engaged?

Respondent: Yes I think it does. Every employee wants to be part of an organization that everybody speaks well of. The image of any organization is what speaks for the organization; side we are now in time of branding, due to globalization and competition among companies, image has become an essential area that might distinguish one organization from another. So the better the image of the organization, the more an employee will be willing to go the extra mile for such organization.

Researcher: do you think pay is an important factor that determines engagement level?

Respondent: pay is important but ultimately not what determines employee engagement. Though it may also depends on the individual. Most employees might see pay as a source of engagement at the start of their careers, but as time goes on, they will realize that happiness on the job comes first. Even if you receive millions of Naira while working and you are not happy doing what you do, you can never be engaged. So for me whereas pay is important, it is not the most important source of employees’ engagement.

Researcher: do you think Promotion also play part in getting employees engage at their jobs?

Respondent: well, just like pay, every employees dream is to be recognize for doing a good job and one of the ways is by getting regular promotion as at when due. Promotion will definitely play a part in how engage an employee will be, however, just like I said earlier, it is not the best way of getting employees engaged.

Researcher: do you think Organizations that promote job security are likely to have more engaged employees?

Respondent: definitely, job security is one of the most important factor that can determine how engaged an employee can be. Every employee wants to be assured that his work is secured. If an employee is not sure of coming to work tomorrow, how on earth can such employee go the extra mile for the organization? So only when an employee is sure that his/her work is secured, can they put in their best.

Research: do you think Recognition for a job well done makes employees actively engaged at their work?

Respondent: yes I do think so. Recognition is important to boost employees' ego. When an employee is been recognize or praised for achieving his/her target, the employee will strive harder to achieve more the next year. So recognition does improve employee tenement.

Researcher: What impact do you think organizations promoting career development will have on engagement level of employees?

Respondent: development is one area every employee considers before picking up a job with any company. Organizations that promote career development in employees will definitely attract more talented employees.

Researcher: It has been argued that good communication amongst employees increase engagement level. What is your opinion?

Respondent: good communication among employees makes the job easier and helps passage of information. When transfer of information is smooth and clear, it gives the employee a direction and a guide as a result makes them more engaged.

Researcher: do you think the need for achievement in an organization increases employees' engagement?

Respondent: Every employee as an individual goal and the need to achieve such goal will definitely make any employee go the extra mile for their organizations.

Researcher: do you think the work you do if meaningful (excited, enjoyable) makes you more engaged?

Respondent: Just like I said earlier, meaningfulness on the job is the overall most important aspect of employees' engagement. When an employee is happy doing his job. Such employee will do everything within his power to make sure the organization is successful and the best way to do that is by going the extra mile for the organization which is synonymous with employee engagement.

Researcher: do you think the top management decisions affects employees engagement level?

Respondent: The top management are also the leaders of the organization, so just as leadership style could impact on an employee's engagement level, so can the management decision also affect an employee's engagement level. Favourable decision will positively affect the employees' engagement while unfavourable decisions will affect the employee negatively.

Researcher: do you think an Employee relationship with his/her supervisors will affect employees' engagement?

Respondent: yes I do, it is extremely important for an employee to have a cordial relationship with his supervisor because it will make the working environment enjoyable for the employee. The supervisors monitor the daily activities of employee by so doing can either frustrate an employee or make the worker feel relaxed. So I strongly believe the more pleasant an employee and supervisors are, the more engaged the employee will be.

Researcher: do you think an employee's relationship with his/her co-worker can make him more engaged?

Respondent: The banking industry in Nigeria is a very tedious place to work. Most times we are under intense pressure to meet our target as a result we tend to stay longer in the office. Consequently, the only way you can overcome a day's work happily is by being very close to your co-worker. We have very close relationships with our co-workers and I believe it makes us work better.

Researcher: do you think an employee's Involvement in decision making plays a part in his/her engagement level?

Respondent: yes I think so. In this bank we encourage our employees to be involved in decision making, we listen to every idea brought forward by our employees. It gives them a

sense of belongings and make them feel valued and by so doing increase their participation and engagement in the organization.

Researcher: do you think employees working at their own discretion (without excessive control) make them more engaged at their work?

Respondent: Well, as much as we encourage employee involvement is decision making, we do not support employees working without control. The banking sector is different from other sector. Here we have laid down structures and guideline to follow. So employee discretion is not ultimately encouraged in the banking industry.

Researcher: When you have a co- worker who helps you to solve problems or task, does it make you more engaged

Respondent: Having a co-worker who steps in for me when am in trouble is a good thing and it will definitely make me more confident and engaged

Interview 11(male) Uba

Researcher: Position

Respondent: HR Branch manager

Researcher: Can you tell me a little about employees' engagement?

Respondent: There are a lot of factors that can make an employee work extra hard for the organization. First and foremost, the organization have to see employees as human beings and not machines, they have care about them, get them more involved with the organizations dealings, by so doing, the employees feels loved, welcomed as a result go the extra mile for the organization. In summary, for me, caring about the employees well being will make an employee very engaged.

Researcher: do you think employees knowing what is expected of them at work makes them more engaged?

Respondent: yes it does. For an employee to know what is expected of him is like knowing the direction to work towards. Without direction, there can never be success or achievement

of any kind. To that extent, I believe that an employee knowing what to do, how to do it and when to do it will ultimately make the employee very engaged with his/her job.

Researcher: What do you think about the statement that employees having the materials and equipment to do their work right will make them more engaged with their work?

Respondent: This second question is a sequel to the first question. After knowing what is expected of an employee, the next step is having the right tool to realize the task. An employee can know what to do, but without the right tool, there can never be accomplishment.

Researcher: do you think that employees receiving constant recognition or praise for doing good work will have any effect on their engagement level?

Respondent: Human being in general likes to be distinguished when they do a good job. Beside it is only natural to recognize employees when they perform well because such honour can only inspire the employee to put more effort in his/her job. So I strongly believe the constant recognition will make an employee go the extra mile for he organization.

Researcher: do you think that supervisor, or co-worker showing concerns to their fellow employees improve their engagement level?

Respondent: Supervisor co-worker relationship is very vital in a place of work. The closer the workers are to the supervisor, the more engaged they will be but the farer the employees, the more miserable they will be which will ultimately lead to disengagement.

Researcher: To what degree does the mission/purpose of your company plays part in getting employees engaged?

Respondent: Just like the way we have the map of Nigeria showing the geographical location of all the 36 states of the country and how to get to every state; that is how the mission/purpose of an organization is. The mission /purpose of a company is a guideline that leads employee to towards the direction the organization is heading. Proper knowledge of the mission statement will make an employee very engaged because the staffs know where they are going.

Researcher: do you think having the opportunities to learn and grow improves engage level?

Respondent: The sole aim of working is for growth and development. I will gladly work for an organization that pays less but have a lot of training and development programme. For me, money comes and goes but the training you receive in your career path never leaves you. More training opens the door for greater success as a result, organizations that encourage learning and growth of their employees are likely to have more engaged employees.

Researcher: Involvement in decision making and my contributions being valued make me engaged. What is your opinion regarding this statement?

Respondent: yes off course. One of the best ways to get employees working very hard is by involving them in most decisions before it is passed into law in the organization. Involving workers while making decisions about the company's future and their well-being, helps reinforce the relationship between employees and employer. It fosters trust and respect from your employees and instil a sense of responsibility in your workforce when you let your employees voice their opinions.

Researcher: do you think opportunity for career development enhances employees' engagement?

Respondent: Yes it does, organizations that encourage employees career development are more likely to attract talented employees. In addition through career development an employee will develop skills and experience to help the company achieve higher objectives. Organization that promotes career development will see a higher level of commitment and better retention from its key employees.

Researcher do you think an organizations reward system plays any part in improving engagement?

Respondent: When it comes to running an effective and performance driven business, one maxim holds true across all industries: happy workers are the finest employees. While there are numerous ways to satisfy your staff members office needs. But all I can say is that the right kind of reward will inspire an employee to put in his best for the organization.

Researcher: does the leaders behaviours and management style influences your engagement level in the organization?

Respondent: When it comes to leadership or leadership style, it is the most significant and decisive factor of all businesses. Successful leaders have the indispensable apparatus,

knowledge and skills to motivate and impact on their subordinates. Their ability to run a competently and smoothly is undeniable. A good leader understands the mission statements, objectives, actions plans and goals of the company and work with the employees towards realizing them.

Researcher: Organizations image has been argued to plays a very important part in employees being engaged, what is your opinion?

Respondent: I read an article by Greg bilieu and he said “The greatest heroes and leaders of histories are immortalized because of their significant contributions. On the other hands, those that have been a scourge to humanity are eternally condemned”For me,the same theory is also applied to businesses. The company image or reputation is one thing that should be taken good care of because, a contaminated reputation can destroy even the most well-known company. Saving one's reputation is far by more valuable than losing a good deal. Once your reputation is ruined, your business is in high risks of crumbling into pieces. So for me the organization image can play a significant part in how engaged employees will. When a company have a good image, it employees can work around with their heads held high.

Researcher: do you think pay is an important factor that determines engagement level?

Respondent: One of the major reasons people work is to be paid. Pay is important to boost employees’ moral and get them engaged with their work. There is no way an employees will put his best for any organization if they are not paid well. So pay is vital if employees are to engaged.

Researcher: Promotion also play part in getting employees engage at their jobs. What do you think?

Respondent: Promoting employees in the organization boosts morale and helps keep production high. If an employee is assured that hard work can lead to promotion a probable career path in the organization, the employee will put his best for the organization. Employees are more likely to take benefit of organizational training and educational opportunities if they know these activities can improve their chances of promotion.

Researcher: do you think that Organizations that promote job security are likely to have more engaged employees?

Respondent: In my opinion, job security is one aspect any organization should not take lightly if they wish to have engaged employees. Job security is one of the very important contributors to employee engagement. An employee who is sure of retaining his job the next day will only spend more time looking for a second option instead of devoting time to his work

Researcher: do you think recognition for a job well done makes employees actively engaged at their work?

Respondent: To be really honest with you, any manager, supervisors or chief executive who does not recognize the psychology of flattering employees for their good work, will never have engaged employees. The principle of employee recognition is very motivating when applied to employees. It encourages employees in their working life. Appreciation naturally is a primary human need. Workers respond to positive reception articulated through acknowledgment of their good work for the reason that it confirms their labour is respected and valued. When employees and their work are valued, their engagement level and efficiency rises, and they are more inspired to maintain or improve their good work.

Praise and recognition are requisite to outstanding a workplace. Employees crave to be valued and cherished for their devotion and contribution in the organization. Everyone feels the need to be known as a human being or member of a group and to feel a sense of accomplishment for work well done or even for a courageous effort. Everyone wants a 'pat on the back' to make them feel good.

Researcher: To what extent do you think organizations caring for their employees can make them more engaged?

Respondent: Employees in general like to be acknowledged just like I mentioned earlier. Organizations need to figure out a way of making sure that their employees are happy, and one of such ways is to care for them both at work and in their personal lives. Any organization that can show its employees that they care about their well being will definitely have more engaged employees

Researcher: What impact do you think organizations promoting career development will have on engagement level of employees?

Respondent: career development is an area most employees concentrate on as a result any organization that can offer that will certainly have more engaged employees.

Researcher: do you think good communication amongst employees increase engagement level?

Respondent: Yes I do. The importance of good communication within the organization cannot be overlooked. For me, good communication skills go further than conversations, workers must know how to commune well in written reports and emails. Understanding the significance of efficient communication helps organizations to focus on developing a workforce that is able to communicate within the firm and with customers, vendors and international business partners and overall increases employees' engagement level.

Researcher: do you think the need for achievement in an organization increases employees' engagement?

Respondent: Every employee at work wants to achieve his/her goal and the only such goals can be actualize is for the employee to put his best. So I believe an employees need for achievement can make the employee become more engaged.

Researcher: The work I do if meaningful (excited, enjoyable) makes me more engaged. What do you think?

Respondent: Aside pay, promotion and other forms of reward for a job well done. Employees will be engaged if they have a job that makes them happy. Happiness on the job is a vital aspect of employee engagement.

Researcher: do you think the top management decisions affects employees engagement level?

Respondent: Yes I think so; top management decision can either be favourable or unfavourable to employees. Whichever way it is, it can either affect the employees positively or negatively. A welcomed decision by the top management will instigate engagement in workers while an unwelcomed decision will make employees disengaged.

Researcher: Employees relationship with their supervisors, do you think it has any role in employees being engaged?

Respondent: Having a good relationship with supervisor is a fundamental part of a good job and can also increase employee engagement. In fact, my employees have confided in me and told me that having a cordial relationship with me is more important to them than pay or fringe benefits. I can tell you now that most people that leave their jobs did that because they couldn't get along with their supervisors. So supervisor-employee relationship can to a large extent determine employee engagement.

Researcher: My relationship with my co-worker makes me more engaged at work. What do you think?

Respondent: employees have a psychological need to be accepted as a part of a group or to feel a sense of social belonging. Workplace relationships can enrich employees' experiences at work by satisfying their psychological needs for affiliation. Employees' Workplace relationships can be a good thing for organizations, the importance of workplace relationships can best be seen in the banking industry of Nigeria. Here, we work long hours due to the nature of our business and the economic situation of Nigeria. The only way to get through a hard day's job in the bank is by having a good working relationship with your fellow employees.

Researcher: do you think employees working at their own discretion (without excessive control) make them more engaged at their work?

Respondent: Allowing employees to be creative can undeniably increase employees' engagement, however, in the banking industry; we have laid down rules and regulations, structures through which the bank operates. So employees' discretion does not really work in the banks.

Researcher: Does participating in organizations events, decision making or contributing in Organizational governance improve your engagement level?

Respondent: For me participation leads to empowerment which ultimately results in improved employee engagement. When employees are allowed to be part of every event in the organization, it creates a family feeling in them; they feel comfortable and valued thereby making them to go the extra mile for the organization.

Researcher: My co-workers helping me solve problems or tasks makes me more engaged

Respondent: Having a co-worker that helps me solve problem can either work positively or negatively depending on the individual. Some can actually see it as an avenue to learn more from the co-worker in other to add more value to the organization while some other employee can take advantage of such good gesture to become lazy and disengaged.

Researcher: When your organization employ actively engaged individuals, do you think it can lead to other employees being more engaged or disengaged

Respondent: Just like i earlier mentioned, it again depend on the individual. Some can actually see it as a a challenge and avenue to learn more from the new employees in other to add more value to the organization while some other might become envious of the new employees and decide to lay back instead of being engaged.

Interview 12 (Female) Diamond

Researcher: Position

Respondent: HR branch manager

Researcher: Can you tell me a little about employee engagement?

Respondent: For me employee engagement has to do with how satisfied an employee is with his job. If an employee is completely contented with what he does, he will go the extra mile for the organization. It is all about how meaningful and worthwhile the job you are.

Researcher: do you think employees knowing what is expected of them at work makes them more engaged?

Respondent: Foe employees to achieve a set objective, they must to know what is required or expected of them. The preliminary stage in my opinion should be to have an up to date knowledge of the job, also job description that explains the crucial functions, responsibilities, and tasks of the job. There should also be an outlines of duties that describes the general areas of information and skills required by the employee. With all this knowledge in place, the employee will indisputably be engaged.

Researcher: do you think employees having the materials and equipment to do their work right will make them more engaged with their work?

Respondent: Yes I think so. After knowing what to do, without the necessary tools to accomplish the task, there can never be engagement, so I believe that having the material to perform a task is synonymous with employees' engagement.

Researcher: do you think that employees receiving constant recognition or praise for doing good work will have any effect on their engagement level?

Respondent: Staff recognition for good job done is a very important part of maintaining employees' engagement level, and it is also a good way of keeping an employee motivated. It raises an employee's morale and increase productivity in them. When employees believe that they are being appropriately acknowledged for their performance, they are a lot more likely to feel that they are a significant part of the organization and that their contributions are been valued. One way to recognize employees is to offer them tangible benefits. These benefits can be in any form, even a pat in the back is enough make an employee feel loved and increase his engagement level for the organization.

Researcher: do you think that supervisor, or co-worker showing concerns to their fellow employees improve their engagement level?

Respondent: The relationship between an employee and the supervisor is a very important one, the supervisor supervise the daily activities of an employee such that the both see each other more often in day. So if there is no mutual relationship between these two people, the employee cannot be engaged because hi/she will spend a reat deal of time hating the supervisor and these is not good for a work place especially ours the banking industry.

Researcher: To what degree does the mission/purpose of your company plays part in getting employees engaged?

Respondent: As the word mission, implies, the mission statement obviously states the organization's goal. With this goal in mind, all employees have an understanding of the corporate direction. What this means is that when a new decisions or product is lunched, the employee understands why and how to approach his duties. It gives the employee the direction and understanding to put his best for te organization in other to achieve the set mission.

Researcher: do you think having the opportunities to learn and grow improves engage level?

Respondent: No employee is jack of all trade, we all want to work for an organization where we can have the opportunity to undergo more training and development, as a result any organization that have a culture of more training for its employee will definitely have more engaged employees. For example here in my bank, we have so many programs designed to keep our employees growing and developing and to be honest with you that is one of the major reasons I decided to work for this bank.

Researcher: do you think an Involvement in decision making and his contributions being valued make him engaged?

Respondent: Involving employees in decision making is extremely important, because the greatest asset an organization has is its human resources.... Employees symbolize a supply of knowledge, ideas and information for any organization. If untapped could bring an organization down to it's kneel. Involving employees in the decision-making process not only empowers them to contribute to the success of an organization, but also saves the company time and money, increased productivity and reduced outsourcing and ultimately leads to greater employee engagement.

Researcher: do you think opportunity for career development enhances employees' engagement?

Respondent: off course it does, career development is as important to an employee as pay is. For me, I will prefer a company that can constantly train and develop my knowledge. Any organization that is committed to providing training and development will certainly retain it top flyers and attract the best talent in the world.

Researcher: There have been a lot of arguments on whether organizations reward system plays a very important part in improving engagement. What is your general though on that?

Respondent: for me, there are different kinds of reward system, As much as reward is very important in promoting employees engagement, the manager figure out what kind of reward makes his employee engaged more. Employees differ in their respective ways, some might be more engaged with pay, others promotion while some might prefer more training and development form the organization. But in general reward will certainly play a major part in engaging employees in any organization. In addition, a good reward system can also contribute to recruiting, retaining, and motivating superior employees.

Researcher: Does the leaders behaviours and management style influences your engagement level in the organization?

Respondent : certainly, for me, leadership is the most important source of employee engagement. For any type of organization to flourish and develop its operations, the organization must make good leadership their main concern. Every organization, whether public or private enterprise must educate its own leaders on the practices of good leadership. A good and skilled leader is able to motivate work groups to achieve all the goals for that group and thus improve the overall quality of workplace experience for all employees. This is also makes the employees happy to work for te organization thereby making them o the extra mile for the company

Researcher: Organizations image has been argued to plays a very important part in employees being engaged?(What is your opinion on that)

Respondent: when you look at how competitive the banks are now in Nigeria, you will understand that the only factor that demarcates one bank from the other is the reputation they have. Having said that, image is very important in sustaining employee engagaemt. When an employee is proud to be associated with an organization; he does everything possible to put his best to the work.

Researcher: do you think pay is an important factor that determines engagement level?

Respondent: yes it does, good pay motivates employees to perform better, but it does not necessary engages employees 100%.I said it motivates because motivation is different from engagement. With a reasonable pay, most employees will do their job to level required by the organization, though to an extent pay could also engage an employee, but it is not the major source of employees' engagement

Researcher: Promotion also play part in getting employees engage at their jobs. What do you think?

Respondent : for me, I will rate promotion over pay when it comes to engagement. Promotion is a basic necessity for all employees, the taught of receiving a promotion will push an employee to go the extra mile for an organization. I will just speaking for myself.

Researcher do you think that Organizations that promote job security are likely to have more engaged employees?

Respondent: Job security brings career and financial stability. Instead of addressing short-term issues, such as finding a new job and worrying over bills and debts, you can plan your future carefully, build status in your chosen field and build up plenty of savings for retirement. So any organization that can offer job security to its workers will certainly have very engaged employees.

Researcher: do you think Recognition for a job well done makes employees actively engaged at their work?

Respondent: recognizing employees for exceptional job performance encourages them to get better and improve their efficiency and quality of work. By acknowledging employee hard work and making them feel appreciated and valued, organizations can amplify employee satisfaction, confidence, and self-esteem. Additionally, the organization will also profit from superior employee engagement and output, and the capability to attract and retain top quality employees.

Researcher: to what extent do you think organizations caring for their employees can make them more engaged?

Respondent: Yes I do. If an organization shows its employees that the care for them through training and development, promotion, holidays and other forms of benefit, the employee will in return offer excellent services to the organization. So It's a two way approach process.

Researcher: What impact do you think organizations promoting career development will have on engagement level of employees?

Respondent: it will definitely leads to higher productivity and improved employees engagement. Every employee wants to grow and develop in his field of endeavours as a result any organization that can offer such services will have more engaged employees.

Researcher: It has been argued that good communication amongst employees increase engagement level. What is your opinion?

Respondent: Good communication is crucial to supervision and working in a creative and resourceful workplace. Communication in the organization is of different forms, we have written communication and verbal communication. It can be between managers and

employees within a company, or between a company and its customers, partners or suppliers. The purpose of business communication also varies, but it should always benefit your business. When carried out effectively, business communication can build your company's reputation, resolve and prevent conflicts, and contribute to strong relationships between your company, its customers and the business community. Most importantly, it will improve engagement amongst the employees.

Researcher: do you think the need for achievement in an organization increases employees' engagement?

Respondent: Yes it will. The employees that have this achievement needs are more realistic, resilient and more productive, because they desire to be on top. Need for achievement is an employee's urging to excel, to accomplish in relation to a set of standards, to struggle to achieve success. So employees with this kind of attitude are an asset to the organization because they will go the extra mile in other to achieve their heart desires.

Researcher: The work I do if meaningful (excited, enjoyable) makes me more engaged. What do you think?

Respondent: A worthwhile job is all employees' engagement is all about. A job that makes me happy and excited to come is by far the best job ever. For me, I will happily take a cut in my wages if the work environment is inspiring. Happy on the job is all that matters for me, so just like my current organization, any company that will offer that to employees, I believe will have more engaged employees.

Researcher: do you think the top management decisions affects employees engagement level?

Respondent: Yes I believe so. Just like with the leadership question, the top management are often the leaders of organization as a result any decision they make can either be welcomed with hostility or acceptance. If they employees feel they decision is complimentary, it will enhance their engagement level, but if they feel the decision harsh on them, it will affect the performance. So it works both ways but ultimately, the top management decision will certainly affect employees' engagement.

Researcher: My relationship with my co-worker makes me more engaged at work. What do you think?

Respondent: Yes it will because the banking job in Nigeria is very long and boring, most times employees stay at work till late. So they only way to keep employees entertains are by encouraging good relationship between employees either in the same department or in the bank in general.

Researcher: do you think employees working at their own discretion (without excessive control) make them more engaged at their work?

Respondent: Yes I think it does, however, in our kind of business; discretionary working conditions are not encouraged. The banks have laid dawn structures which every employee must follow.

Researcher: Does participating in organizations events, decision making or contributing in Organizational governance improves your engagement level?

Respondent: yes it does because when you are involved in events or contributing the organizations governance through airing of views and ideas, it create a feeling of belongingness. It makes the employee welcomed and comfortable at work at such creating higher engagement level in the employees.

Researcher: My co- workers helping me solve problems or task makes me more engaged

Respondent: I think this particular question depends on the individual. Some people might take advantage of the co-worker to become laid back allowing the co-worker to do his work, while others might feel challenged and decide to improve their working orientation.

Researcher: When your organization employ actively engaged individuals, do you think it can lead to other employees being more engaged or disengaged

Respondent: It will sure do, because as a result of employing more active individual, the organization create a challenge for the already employed employees, and competition amongst employee is a good thing because it leads to them being more engaged.

Appendix 2

| | | | When the job I do is excited or enjoyable,it makes me feel engaged | The perception that my Job is secure makes me feel more engaged with my work | Receiving constant recognition for job well done makes me feel more engaged | My Supervisors support makes me feel more engaged. | When my organization encourages fairness, justice and equality amongst employees, I feel more engaged | My co-workers informing or alerting me about threat which might affect me at work |
|-----------------------|--|-------------------------|--|--|---|--|---|---|
| Spearman's rho | When the job I do is excited or enjoyable,it makes me feel engaged | Correlation Coefficient | 1.000 | .082 | .063 | .062 | -.005 | .096 |
| | | Sig. (2-tailed) | .545 | .118 | .227 | .234 | .923 | .068 |
| | | N | 365 | 365 | 365 | 365 | 365 | 365 |
| | The perception that my Job is secure makes me feel more engaged with my work | Correlation Coefficient | .082 | 1.000 | .170** | .219** | .178** | .090 |
| | | Sig. (2-tailed) | .118 | . | .001 | .000 | .001 | .084 |
| | | N | 365 | 366 | 366 | 366 | 366 | 366 |
| | Receiving constant recognition for job well done makes me feel more engaged | Correlation Coefficient | .063 | .170** | 1.000 | .160** | .128* | .109* |
| | | Sig. (2-tailed) | .227 | .001 | . | .002 | .015 | .038 |
| | | N | 365 | 366 | 366 | 366 | 366 | 366 |

| | | | | | | | |
|---|-------------------------|-------|--------|--------|--------|--------|-------|
| My Supervisors support makes me feel more engaged. | Correlation Coefficient | .062 | .219** | .160** | 1.000 | .219** | .068 |
| | Sig. (2-tailed) | .234 | .000 | .002 | . | .000 | .196 |
| | N | 365 | 366 | 366 | 366 | 366 | 366 |
| When my organization encourages fairness, justice and equality amongst employees, I feel more engaged | Correlation Coefficient | -.005 | .178** | .128* | .219** | 1.000 | .047 |
| | Sig. (2-tailed) | .923 | .001 | .015 | .000 | . | .367 |
| | N | 365 | 366 | 366 | 366 | 366 | 366 |
| My co-workers informing or alerting me about a threat which might affect me at work | Correlation Coefficient | .096 | .090 | .109* | .068 | .047 | 1.000 |
| | Sig. (2-tailed) | .168 | .084 | .038 | .196 | .367 | . |
| | N | 365 | 366 | 366 | 366 | 366 | 366 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level

Correlations

| | | | The more flexible my job is, the more I feel engaged | Having the opportunities to learn and grow makes me feel more engaged | Opportunity for career development enhances employees' engagement | My organizations leadership style is very instrumental in promoting employees engagement | The organizations image plays a very important part in employees being engaged | Pay imp facto dete emp enga |
|---|---|-------------------------|--|---|---|--|--|-----------------------------|
| Spearman's rho | The more flexible my job is, the more I feel engaged | Correlation Coefficient | 1.000 | .165** | .038 | .071 | .123* | .162 |
| | | Sig. (2-tailed) | .342. | .002 | .473 | .178 | .018 | .002 |
| | | N | 366 | 366 | 365 | 366 | 366 | 366 |
| | Having the opportunities to learn and grow makes me feel more engaged | Correlation Coefficient | .165** | 1.000 | .145** | .081 | .053 | -.00 |
| | | Sig. (2-tailed) | .002 | . | .006 | .122 | .312 | .983 |
| | | N | 366 | 366 | 365 | 366 | 366 | 366 |
| | Opportunity for career development enhances employees' engagement | Correlation Coefficient | .038 | .145** | 1.000 | .090 | .203** | -.04 |
| | | Sig. (2-tailed) | .473 | .006 | . | .085 | .000 | .378 |
| | | N | 365 | 365 | 365 | 365 | 365 | 365 |
| My organizations leadership style is very instrumental in promoting employees | Correlation Coefficient | .071 | .081 | .090 | 1.000 | .081 | .085 | |
| | Sig. (2-tailed) | .178 | .122 | .085 | . | .123 | .105 | |
| | N | 366 | 366 | 365 | 366 | 366 | 366 | |

| | | | | | | | | |
|--|-------------------------|--------|-------|--------|------|-------|--|------|
| engagement | | | | | | | | |
| The organizations image plays a very important part in employees being engaged | Correlation Coefficient | .123* | .053 | .203** | .081 | 1.000 | | -.01 |
| | Sig. (2-tailed) | .118 | .312 | .000 | .123 | . | | .850 |
| | N | 366 | 366 | 365 | 366 | 366 | | 366 |
| Pay is an important factor that determine employees engagement | Correlation Coefficient | .162** | -.001 | -.046 | .085 | -.010 | | 1.00 |
| | Sig. (2-tailed) | .102 | .983 | .378 | .105 | .850 | | . |
| | N | 366 | 366 | 365 | 366 | 366 | | 366 |

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Correlations

| | | | Promotion plays part in getting employees engaged at their jobs | Good communication amongst employees increases employee's engagement. | The need for employees' achievement in an organization increases employees' engagement | The employees need to acquire Power and Affiliation increases his engagement | The top management's play an important part in employees being engaged | Employees relationship with their co-worker increases their feeling of engagement |
|-----------------------|---|-------------------------|---|---|--|--|--|---|
| Spearman's rho | Promotion plays part in getting employees engaged at their jobs | Correlation Coefficient | 1.000 | .202** | .183** | .061 | .040 | .046 |
| | | Sig. (2-tailed) | .126. | .000 | .000 | .242 | .448 | .379 |
| | | N | 366 | 366 | 365 | 365 | 366 | 366 |
| | Good communication amongst employees increases employee | Correlation Coefficient | .202** | 1.000 | .100 | .092 | .026 | .195** |
| | | Sig. (2-tailed) | .101 | . | .057 | .079 | .619 | .000 |
| | | N | 366 | 366 | 365 | 365 | 366 | 366 |

| | | | | | | | |
|--|----------------------------------|--------|------|--------|--------|--------|--------|
| s' engagem nt. | | | | | | | |
| The need for employee s' achievem ent in an organizati on increases employee s' engagem nt | Correla tion Coeff ient | .183** | .100 | 1.000 | .204** | .225** | .083 |
| | Sig. (2- tailed) | .101 | .057 | . | .000 | .000 | .112 |
| | N | 365 | 365 | 365 | 364 | 365 | 365 |
| The employee s need to acquire Power and Affiliatio n increases his engagem nt | Correla tion Coeff ient | .061 | .092 | .204** | 1.000 | .206** | .160** |
| | Sig. (2- tailed) | .242 | .079 | .000 | . | .000 | .002 |
| | N | 365 | 365 | 364 | 365 | 365 | 365 |
| The top managem ent decisions play an | Correla tion Coeff ient | .040 | .026 | .225** | .206** | 1.000 | .197** |
| | Sig. (2- tailed) | .448 | .619 | .000 | .000 | . | .000 |

| | | | | | | | |
|--|-------------------------|------|--------|------|--------|--------|-------|
| important part in employees been engaged | tailed) | | | | | | |
| | N | 366 | 366 | 365 | 365 | 366 | 366 |
| Employee's relationship with their co-worker increases their feeling of engagement | Correlation Coefficient | .046 | .195** | .083 | .160** | .197** | 1.000 |
| | Sig. (2-tailed) | .379 | .000 | .112 | .002 | .000 | . |
| | N | 366 | 366 | 365 | 365 | 366 | 366 |

****.** Correlation is significant at the 0.01 level (2-tailed).

Correlations

| | | | The employees' Involvement in decision makes them feel more engaged. | When an employee is given more autonomy, he/she feels more engaged | Participating in organizational events | When fellow employees do their jobs to the best of their ability, it increases other employees' feeling engaged | My co-workers informing or alerting me about a threat which might affect me at work |
|-----------------------|--|-------------------------|--|--|--|---|---|
| Spearman's rho | The employees' Involvement in decision makes them feel more engaged. | Correlation Coefficient | 1.000 | .115* | .028 | .034 | .101 |
| | | Sig. (2-tailed) | .145 | .028 | .588 | .512 | .053 |
| | | N | 366 | 366 | 365 | 366 | 366 |
| | When an | Correlation Coefficient | .115* | 1.000 | .153** | .289** | .150** |

| | | | | | | |
|---|-------------------------|------|--------|--------|--------|--------|
| employee is given more autonomy, he/she feels more engaged | on Coefficient | | | | | |
| | Sig. (2-tailed) | .128 | . | .003 | .000 | .004 |
| | N | 366 | 366 | 365 | 366 | 366 |
| Participating in organizations events | Correlation Coefficient | .028 | .153** | 1.000 | .297** | .295** |
| | Sig. (2-tailed) | .588 | .003 | . | .000 | .000 |
| | N | 365 | 365 | 365 | 365 | 365 |
| When fellow employees do their jobs to the best of their ability, it increases other employees feeling engagement | Correlation Coefficient | .034 | .289** | .297** | 1.000 | .332** |
| | Sig. (2-tailed) | .512 | .000 | .000 | . | .000 |
| | N | 366 | 366 | 365 | 366 | 366 |
| My co-workers informing or alerting me about | Correlation Coefficient | .101 | .150** | .295** | .332** | 1.000 |
| | Sig. (2-tailed) | .053 | .004 | .000 | .000 | . |

| | | | | | | | |
|--|-----------|---------|-----|-----|-----|-----|-----|
| | a threat | tailed) | | | | | |
| | which | N | 366 | 366 | 365 | 366 | 366 |
| | might | | | | | | |
| | affect me | | | | | | |
| | at work | | | | | | |

***. Correlation is significant at the 0.05 level (2-tailed).**

****.** Correlation is significant at the 0.01 level (2-tailed).