



“Employee Engagement: Increased productivity”

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Abstract

This research paper examines the relationship between employee engagement and organizational productivity. Using a case study approach, the paper explores the factors that influence employee engagement and its impact on productivity in a manufacturing setting.

This study aims to explore the relationship between employee engagement and organizational productivity in the context of a manufacturing company. In this we have given questionnaire to individual employees, combining quantitative surveys. The survey questionnaire was administered to 102 employees across various organization and analyse to gain deeper insights into their engagement levels and perceptions.

The findings reveal a strong positive correlation between employee engagement and productivity, with engaged employees demonstrating higher levels of job satisfaction, commitment, and performance. Factors such as effective leadership, clear communication, and opportunities for growth and development emerged as key drivers of engagement. However, challenges such as work-life balance, job insecurity, and lack of recognition were identified as barriers to engagement.

Through this research paper you can gain the insights on, which factors and things you should focus to increase the employee engagement, so that it increased the productivity of the organization.

Keywords: Employee Engagement, Productivity, Job satisfaction, Drivers of engagement.

Introduction

Kahn (1990) defined engagement at work as "the harnessing of Organizational members' selves to their work roles." During role performances, people use and express their bodies, minds, and emotions when they are engaged. When workers exhibit a good attitude toward the company and declare their intention to stick around, they are considered engaged. The degree of dedication and interest a worker has for their company and its principles is known as employee engagement. An engaged worker collaborates with coworkers to enhance performance on the job for the good of the company and is aware of the business environment. It is an optimistic outlook that the staff members have for the company and its principles. When a person approaches their work with passion, vigor, commitment, and focus, they are demonstrating job engagement. This allows them to be fully present in their work and contribute to it the best of their abilities (Mr. S. Kasinathan, 2011).

The emotional commitment workers give to their companies is known as employee engagement. Their work is guided by the enthusiasm, engagement, and drive they bring to the workplace. Employees that are engaged in their work are those who align their personal objectives with those of the organization. Globally, there is an increasing emphasis on employee engagement. Furthermore, it is not a problem that should be limited to an organization's HR division. It's a business issue that has to be given careful thought. In this article, we go over the definition of employee engagement, its importance to an organization's financial health, technology-enabled employee engagement strategies, and real-world instances of employee engagement (Lalwani, 2021).

Employee communication is commonly referred to as employee engagement. It is an optimistic outlook that the staff members have for the company and its principles. It has a wide range of effects on businesses and is quickly growing in acceptance, utility, and significance in the workplace. HR professionals think that a large part of the employee engagement problem stems from the employee's perception of their work environment and treatment within the company. In contrast to employment, engagement is more focused on how each person employs themselves while carrying out their duties. This essay aims to highlight the significance and impact of employee engagement in the manufacturing industry, as seen from the perspective of a mid-sized business that produces sheet metal press components. In July 2011, a convenience sample of 118 respondents participated in the study conducted in a company near Chennai. The employees of the company were given standardized questionnaires to complete. According to the study, employees' satisfaction with a range of aspects pertaining to their loyalty to their employer is satisfactory. Employees are generally seen to have a positive attitude and to be actively involved with their firm (subramaniam, 2011).

The term "employee engagement" has gained enough traction to become somewhat of a buzzword in HR circles. Despite its popularity as a buzzword, workers now more than ever want to strike a healthy work-life balance that allows them to live fulfilling lives. Away from the workplace. You'll see that this stands in sharp contrast to early representations of the workplace, where workers were expected to go above and beyond the call of duty without regard for compensation or downtime—think of it as a necessary sacrifice. People needed to be competent in their jobs, but happiness or even continued engagement were not as crucial (Kahn, 1990).

These are very similar to the common motivators identified in the literature, which include the nature of the work, work with clear meaning and purpose, development possibilities, getting rewards on time, fostering an environment of respect and forceful interpersonal interactions, transparent, two-way dialogue and consultation processes, and motivating leadership. Engagement is regularly demonstrated as something that an employee does that can help the organization through advocacy, discretion, full use of talents, commitment, and support of the objectives and values of the organization. Employees that are engaged invest not only in their roles but also in the organization as a whole, feeling a sense of loyalty to it. Employees that are engaged are more likely to stick with the company, outperform their peers by 20%, and support the company in other ways. Engagement can facilitate organizational agility and increase bottom-line profit and increased effectiveness in spearheading initiatives for change. People who are totally engaged in their work exhibit higher levels of self-efficacy and positively impact their health and well-being, leading to improved employee support for the organization. Engagement levels can range based on several personality and biographical traits. When they initially join an organization, younger workers might be positive, but they might easily lose interest. incredibly extraverted and People that are flexible find it simpler to interact. Employees have the freedom to choose what they believe is worthwhile to invest their time on (Markwick).

There aren't many factors that, in such a short amount of time, have attracted the attention of as many stakeholders as employee engagement. Employee engagement has been praised so much that it has become somewhat of a hyper-variable when it comes to its ability to improve both people and enterprises. On the other hand, a lot of people believe that employee engagement is just "old wine" in a new bottle. An essential topic to consider is "whether engagement is a unique construct or merely a repackaging of other constructs". Few things have garnered the interest of as many stakeholders as employee engagement in such a short period of time. Since employee engagement has been lauded for so long, its potential to benefit individuals as well as businesses has made it something of a hyper-variable. However, many others think that employee involvement is only "old

wine" in a new bottle. "Whether engagement is a unique construct or merely a repackaging of other constructs" is an important question to ask yourself (Saks, 2021).

It would seem logical to argue that employees will have a bigger or lower influence on the performance of the firm. The performance of an organization is influenced by the attitudes and actions of its personnel toward their work. However, there are still a lot of doubters that contest this way of thinking. All too frequently, presenting the business case and winning over executives and stakeholders is a significant portion of cultivating engagement within your company. The Sears 'employee-customer-profit chain' was one of the first studies to show a connection between employee engagement and corporate performance. This study, which was first published in the Harvard Business Review in 1998, established a clear connection for the first time between how customers feel and how staff feel, and how that connection affects the bottom line (Bridger, 2015).

Literature Review

In today's competitive environment, worker engagement is a basic component of company victory. It talks to how devoted, enthusiastic, and excited staff individuals are approximately their occupations and the company they work for. Long-term maintenance, going over and past work obligations, and contributing to corporate objectives are all more common among locked-in specialists. This article points to display a intensive understanding of representative engagement, counting its definition, noteworthiness, impacting components, and strategies for creating a profoundly locked-in workforce. Human assets with basic considering, competitive ness, and fast considering are fundamental in the commerce environment, where tall productivity and adequacy are required. Since of this, businesses must raise the caliber of their human assets, which in turn influences raising worker execution. Its esteem to the organization will rise in the occasion that it has a huge number of these sorts of human assets. In expansion to this boost, having high quality human assets can help businesses in accomplishing victory, fortifying their capacity to withstand progressively strongly competition (Ahmad Azmy, 2023).

In both administration hypothesis and hone, worker engagement is a pivotal subject. The thought, hypothesis, affecting variables, and comes about of representative engagement, be that as it may, proceed to veer altogether, and there is presently no acknowledged benchmark. This exposition makes an exertion to look at and compile the discoveries of prior thinks about on worker engagement. Representative engagement is characterized in two ways: as a unitary build (a positive state of intellect, a committed eagerness, and the inverse of burnout) and as a multifaceted build (cognition, feelings, and practices). The Needs-Satisfaction system, the Work Demands-Resources demonstrate, and the Social Trade Hypothesis are the three hypothetical systems that are utilized to depict the distinctive levels of worker engagement. Three sorts of components are recognized as affecting representative engagement: work variables (work environment, assignment characteristics, etc.), organizational variables (administration fashion, work rewards, etc.), and person viewpoints (physical vitality, self-consciousness, etc.). It has been found that there is a positive relationship between representative engagement and organizational and person victory (monetary return, client joy, organizational commitment, etc.). The study's conclusions highlight three regions of shortcoming in prior investigate: the nonattendance of ponders on statistic components, identity characteristics and social varieties in worker engagement, the intervening or directing part of representative engagement, and the need of components for representative engagement mediation (Bunchapattanasakda, 2019). Kular et al. (2008) looked into five imperative regions: What is implied by "worker engagement"? How is engagement overseen? What impacts does engagement have on organizations? What is the relationship between association and other individual properties? How are you? How does representative voice and representation interface to engagement? Robertson-Smith and Markwick (2009) give clarification on the concept of engagement, highlighting its centrality as a multifaceted issue with much room for advance talk of the numerous techniques. Through a overview of the writing, Simpson (2009) talked almost the state of understanding concerning association at work nowadays. The four lines of engagement investigate were highlighted in this audit, which centers on the causes and impacts of work environment engagement. The ponder conducted by Susi and Jawahar Rani (2011) included are see of

existing writing on representative engagement, work environment culture, and work-life adjust approaches and hones over a few businesses. Must empower worker inclusion in their companies in arrange to boost yield and keep their staff. Work-life adjust is a major calculate in how fulfilled workers are (Dharmendra MEHTA, 2013). To start examining nurses' work engagement and how it relates to their organizational conduct, counting work execution and healthcare organizational results, a conceptually coherent definition and evaluation of work engagement must be set up. To provide nurture pioneers a more prominent information of how nurture work engagement influences organizational results, such as quality of care markers, more think about is required (Michelle R. Simpson, 2008). According to the goal-setting hypothesis, building up objectives is a exceptionally effective apparatus for motivating people to work well in an organizational setting (Latham and Locke, 2001). The hypothesis concurs that targets ought to be troublesome but doable. The reason of objectives is to rouse people to accomplish specific preferences and craved comes about.

Organizations

are mindful that workers require to secure the vital aptitudes and capacities in arrange to finish a troublesome objective (like benefit greatness) (Locke and Latham, 2006). Both formal instruction and on-the-job preparing are imperative roads for progressing representative competence and information (Lan et al., 2021). In any case, these official mediation programs may be expensive and time-consuming. Other methodologies for making a difference staff individuals meet troublesome destinations like giving uncommon client benefit or taking on a requesting work (i.e., work engagement) incorporate utilizing data and communication innovation like counterfeit insights (Catherine Prentice, 2023). Because it demonstrates the wellbeing of the company and can affect workers' efficiency and execution, representative well-being is critical to organizations [9]. The impact in their consider on worker well-being, [30] notices the affect of employees' well-being on their work execution and other related results. It is famous that these results are altogether connected with a few of the imperative natural work results, such as errand in general execution, representative maintenance, wiped out days, non-appearance, client engagement, quality control in efficiency, and productivity. Moreover, it appears that seen pioneers, supervisors, and organizational bolster seen laborers, contributing to their well-being and natural linkages with work comes about (Nor Fauziana Ibrahim1, 2020). In a number of debate forums, employee engagement has taken center stage and established itself as a crucial but divisive concept. This essay aimed to emphasize the holes in the engagement construct literature. A conceptual framework comprising three main factors—personal, job-related, and organizational—was constructed based on the identification of four significant gaps. This framework will be experimentally validated in a later study. As a result, this paper advances our understanding of engagement generally and offers guidance for further scholarly investigation into the concept (Nandini Borah, 2018).

Employee engagement is widely acknowledged to be important for increasing productivity and lowering attrition rates, but it's also directly related to other important aspects of business, such strengthening corporate brand power. By means of review of the literature Employee engagement and trust have been found to be strongly predicted by transformative leadership. Employees with transformational leadership have greater self-efficacy to advance. It also aids in the subordinates' identity development. Employee engagement strategies and transformational leadership techniques can help workers feel more invested in the company. They acquire self-identity, confidence in their skills, a sense of accountability for their actions, and a sense of belonging to their work and organization. Transformational leadership fosters an environment and HR procedures that inspire workers to take part in the development of organizations. These procedures include workers in their assignments and decision-making. Employee empowerment from transformational leadership raises employee engagement (Singh, 2019).

In the current competitive landscape, engagement is seen as a potential strategy to maintain an organization's change and ensure its survival. Encouraging end users and human resources to have a more collaborative and participatory role in organizations seems to be a practical and moral goal for academics and professionals alike. Promoting the successful involvement of staff members, clients, and patients in the treatment provided by healthcare organizations, however, should be viewed as a protracted and intricate process that requires ongoing

adjustment between the data from clinical trials and scientific research. The opinions of clients and employees should also be given more weight during this process. Stated differently, the requirement of organizational engagement can only be realized through a profound cultural shift in the conception and implementation of organizational procedures and services (Graffigna, 2017).

Taking a broader view, the data on engagement levels around the world presents a dismal picture; in Singapore and Japan, levels of involvement are as low as 9%, while in Thailand and Singapore, the percentage of people who are "not engaged" is as high as 82% (Johnson 2005). These results suggest that there is no one-size-fits-all approach to inspiring workers to interact with their organization and do their jobs (Sandeep Kular, 2008).

Research Methodology

In this research paper the method which data collected from is quantitative data through questionnaire entail collecting information on a range of employee engagement topics, including motivation, job satisfaction, and organizational commitment, through the use of surveys and questionnaires. These questionnaires can be given to a sizable employee sample in order to gather numerical data. Trends and patterns can then be found through the test and analysis of the data.

In this research paper the data collected through the questionnaire, The includes the productivity mechanisms, how the company engages the employee to work for the increase productivity

In this questionnaire the data collected through the google form and send it to individual person for their feedback of their work place and how good their companies employee engagement is, and what they do create employee engagement and to increased productivity.

In this research paper the method uses for collecting data is primary.

Sample:

The target population for this study was the employees of the organization who work in the organization. Participants in the study were chosen using a stratified random selection procedure. To guarantee representation at all organizational levels, the population was split into strata according to employment roles (managers, supervisors, and frontline staff, for example) random sample was then selected.

Sample Size:

A sample size of 102 employees was determined based on the population size. This sample size was deemed sufficient to achieve the study's objectives.

Objectives:

- In this research paper of employee engagement, the objective is how can we "Increased Productivity" .
- What tools and activities company provide to their employee so that they can get greater output from the same amount of input. Increasing employee's productivity has been one of some corporations' top priorities. This is due to the fact that increased employee productivity has several benefits for both the company and the workers. Higher productivity, for example, results in favourable economic growth, significant profitability, and improved social advancement.
- To see the effectiveness of the existing employee engagement.
- What factors affects the most to their productivity.

Hypothesis:

- H0 – There is no significant relationship between satisfaction with the physical work environment and employee engagement rating.
- H1- There is significant relationship between satisfaction with the physical work environment and employee engagement rating.

Chi-square test is on the basis of question:

How would you rate your employee engagement in your company?

How satisfied are you with the physical work environment (e.g., office space, facilities)?

Questionnaire:

- Q.1 Gender
 - male
 - female
- Q.2 Age
 - 20-25
 - 26-30
 - 31-35
 - 36-40
 - 40+
- Q.3 Profession
 - Job
 - Business
 - Retired
 - Intern
- Q.4 How long have you been with the company? (in years)
 - 0-2
 - 2-4
 - 4-6
 - 6-9
 - 9+
- Q.5 What level you are in your company?
 - Top-Level
 - Middle-Level
 - Lower-Level
- Q.6 Do you believe that engaged employees are more productive?
 - Strongly Agree
 - Agree
 - Neutral
 - Disagree
 - Strongly disagree
- Q.7 What factors contribute most to your engagement at work?
 - Recognition and rewards
 - Opportunities for growth and development
 - Relationship with colleagues and supervisors
 - Work-life balance
 - Clear communication and feedback
 - Company culture and values

- Q.8 Do you feel that your organization provides enough support for employee engagement?
 - yes, more than enough
 - yes, enough
 - no, not enough
 - no, not at all
- Q.9 What factors do you believe contribute most to your productivity?
 - Technology
 - Leadership
 - Company Culture
 - other
- Q.10 How would you rate the effectiveness of the current tools and resources provided to support your work? (where 1 is least and 5 is most)
 - 1
 - 2
 - 3
 - 4
 - 5
- Q.11 How supported do you feel by your colleagues and supervisors in achieving your work goals?
 - Very satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Very dissatisfied
- Q.12 How satisfied are you with the physical work environment (e.g., office space, facilities)?
 - Very satisfied
 - Satisfied
 - Neutral
 - Dissatisfied
 - Very dissatisfied
- Q.13 How well do you feel your skills and abilities are utilized in your current role?
 - Very well utilized
 - Somewhat well utilized
 - Neutral
 - Somewhat underutilized
 - Very underutilized
- Q.14 How would you rate the clarity of expectations regarding your workload and responsibilities? (where 1 is least and 5 is most).
 - 1
 - 2
 - 3
 - 4
 - 5
- Q.15 How do you measure employee engagement within the organization?
 - Surveys
 - Feedback Mechanisms
 - Performance Reviews
 - One-on-One Interviews
 - Pulse Survey
- Q.16 How would you rate your employee engagement in your company?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied
- Q.17 Does your manager inspire you?
 - Yes
 - No
- Q.18 Does organization and your goal align together?
 - Yes
 - No
- Q.19 Do you have a clear understanding of company vision and associated goals?
 - Yes
 - No

Data Analysis

- We have done the **chi-square test** on how would you rate your employee engagement in your company and how satisfied are you with the physical work environment (e.g., office space, facilities)?

Row Labels	Dis-satisfied	Neutral	Satisfied	Very dissatisfied	Very satisfied	Row Total
Dissatisfied	1	1	1	1		4
Neutral	2	11	9		3	25
Satisfied		11	21	1	4	37
Very Dissatisfied			1			1
Very satisfied		1	16		17	34
Column Total	3	24	48	2	24	101

- This is the observed data which we have taken through the pivot table. After this i have done the expected table than put the formula **Expected= (Row Total*Coloumn Total)/Grand Total.**

- **Expected Table**

Row Labels	Dissatisfied	Neutral	Satisfied	Very dissatisfied	Very satisfied
Dissatisfied	0.1188119	0.95049505	1.900990099	0.079207921	0.95049505
Neutral	0.7425743	5.940594059	11.88118812	0.495049505	5.940594059
Satisfied	1.0990099	8.792079208	17.58415842	0.732673267	8.792079208
Very Dissatisfied	0.029703	0.237623762	0.475247525	0.01980198	0.237623762
Very satisfied	1.009901	8.079207921	16.15841584	0.673267327	8.079207921

- By putting the formula **(Row Total*Coloumn Total)/Grand** Total we get the values of it. After this we have done the another table putting the formula **(O-E)^2/E** table show below.

Row Labels	Dissatisfied	Neutral	Satisfied	Very dissatisfied	Very satisfied
Dissatisfied	6.5354785	0.002578383	0.427031766	10.70420792	0.95049505
Neutral	2.1292409	4.308927393	0.698688119	0.495049505	1.455594059

Satisfied	1.0990099	0.554466595	0.663550308	0.097538132	2.611899028
Very Dissatisfied	0.029703	0.237623762	0.579414191	0.01980198	0.237623762
Very satisfied	1.009901	6.202982431	0.001553096	0.673267327	9.850041254

Xsquare	Sum of((O-E) ^2/E)	51.5756674
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$df = \text{row} - 1 * \text{column} - 1$

$= 16$

p value = 1.28223E-05 by putting formula =CHISQ.DIST. RT

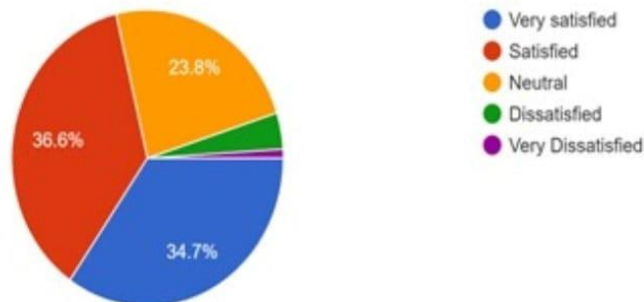
our research is successful because our p-value is less than 0 so we will accept H1 and reject H0.

There is significant relationship between satisfaction with the physical work environment and employee engagement rating.

- We have collected 102 responses through the questionnaire where 10 are female and 91 are male. In which 45 people age group are between 26-30, 15 people are between 31-35, 36 people are between 20-25, 2 people are between 31-35 and 4 people are more than 40.
- In this, there are 4 profession is their which are job, business, retired and intern. Where 49 are doing job, 38 are doing business, 9 are intern and 5 are retired.
- In this majority of the people continues the job till 4 to 6 years followed by 2-4 and 0-2 years.
- According to the analysis through the data 45% of people are middle level position in their company, 44% are top level and 10% are lower-level position in their company.
- 29 people thinks that recognition and rewards contribute most to your engagement at work. And 29 people thinks that opportunities for growth and development contribute the most. Followed by work life balance 16 people, 21 Relationship with colleagues and supervisors, 5 people think clear communication and feedback and 2 thinks company culture and values.
- Most people think or believes that leadership contribute the most to their productivity followed by technology than company culture.
- 68% people feel that their skills and abilities are utilized in your current role followed by 23% feels neutral and 9% feels under-utilized.
- 33 says that by performance reviews, their organization measure employee engagement followed by 32 says surveys, 25 says feedback, 9 says one-on-one interviews and 3 says pulse surveys.
- 40 people says yes that their organization and their goal align together and 61 says no.
- 75 says yes that they have clear understanding of company vision and associated goals and 26 people say no.
- 36.6% are satisfied with the physical work environment ,34.7% are very satisfied, 23.8% are neutral and 5 and 1% are dissatisfied and very dissatisfied respectively.

By observing the data, we can see that 37 people are satisfied with their physical work environment, 24 people selected option neutral, 35 are very satisfied with it and 4,5 people are dissatisfied and very dissatisfied respectively.

How satisfied are you with the physical work environment (e.g., office space, facilities)?



- According to pie chart 47.1% people rate their engagement in their company satisfied followed by 24.5% very satisfied and rest of the people says neutral, dissatisfied and very dissatisfied.

Conclusion

In conclusion, this study has provided valuable insights into the relationship between employee engagement and organizational productivity in the context of a manufacturing environment. Our findings indicate that employee engagement is a significant predictor of productivity, with higher levels of engagement associated with increased job performance and job satisfaction among employees.

In this study we get to know that which factors affects the employee engagement and helps the organization to increase their productivity.

Analysing our research, we should tell that their organization should focus on employee engagement to increase their organization overall productivity. In our research we seen that the most factor which help organization to improve their overall productivity is by giving rewards and recognition and opportunities to grow.

To boost output and overall organizational success, we advise companies to make employee engagement a strategic top priority. Effective leadership, clear lines of communication, and a positive work atmosphere that prioritizes the growth and well-being of employees can all help achieve this.

In conclusion, this research underscores the importance of employee engagement as a driver of organizational productivity. By investing in initiatives that enhance employee engagement, organizations can create a more motivated, satisfied, and productive workforce, leading to improved business outcomes and competitive advantage in the marketplace.

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