

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

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Abstract

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

Methodology: *This paper makes an attempt to study the different dimensions of employee engagement with the help of systematic literature review. This can be used to provide an overview and references on some of the conceptual and practical work undertaken in the area of the employee engagement practices and how Employee Value Proposition plays key role in enhancing employee engagement. 25 research papers were reviewed to find out the relationship between two variables in which 10 reviews taken for the study.*

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

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

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

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

1.1 INTRODUCTION:

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

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

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

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

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

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

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

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

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

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

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

1.2 LITERATURE REVIEW-

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

- **Pawar A. and Charak K** in their examination on “**Sustainable employment branding through aligned employee value proposition**” in the year 2022 with the aim to find out the idea of employee value proposition, employment branding and employer branding. The study revealed that building an Effective Employee's Value Proposition that can be utilized as a

device for employment branding is not a basic procedure. Strategic Employee's Value Proposition help in bringing so as to build the brand of the employment out the craved necessities of employees inside of the employment gave by the organizations.

- Murali s. in his study on “**A study on the impact of Transformational Leadership style on employee engagement and employee performance in ICT**” in the year 2020 with the aim to study the association between transformational leadership styles and employee engagement in ICT industry in UAE. The findings of this study shows that the leadership quality of managers is an important factor that determines the engagement and performance of employees in the organization. The management literature highlights the role of transformational leadership as a crucial role in employee performance in different types of industries across the world. The various dimensions of transformational leadership style show strong positive influence on employee engagement such as vigor, dedication and absorption.
- According to Triastuti U. & Karnati N. in their study on “**The Effect of Transformational Leadership, Change Management, and Employees Engagement on the Competitive Advantage of the Sailing Polytechnic BPSDM Ministry of Transportation**” in the year 2020 with the objective to determine the effect of transformational leadership, change management, and employee engagement on competitive advantage. During the study it has been found that Transformational leadership, Change management and Employee Engagement had direct positive effect on competitive advantage. While there is also Transformational leadership and change management had direct positive effect on employees’ engagement. This shows that every factor is directly proportional to each other, the more the transformational leadership the more it leads to competitive advantage. Similarly, better change management and engagement of employees leads to competitive environment. On the other hand, Transformational leadership and change management also leads to employee engagement. It shows that the more the transformation in leadership the more employees will engagement. Changes in management will also help to engage employees.
- **According to Raja S. in the year 2020**, working environment and compensation program are highest factor for enhancing employee engagement. Age and Gender have no direct impact on engagement level.
- **In line with Yousif Ali A. and Ali Hasaballah A.** in their study in the year 2020 emphasized that Organization Citizenship Behavior and Employee Engagement have a positive relationship with Performance Enhancement. Establishing a performance-driven culture encourages employees to work intensely to obtain maximum output from available resources.

- **Rani T. and Deepti V. in the year 2020** in their study reveals that there is a positive association between drivers of employee engagement and level of employee engagement. Positive relationship between level of employee engagement and productivity improves company and employee's performance.
- **Contreras, Francoise, Espinosa, Juan C. and Esguerra, Gustavo A. in the year 2020** mentioned that Adequate managing of personal resources can result in better health conditions and improves employees' wellbeing.
- **Patvardhan N. and Santok S.** in the year 2019 studied on to find out the correlation between Sexual self-concept, body esteem and Psychological well-being of the visually impaired employee and to enhance the Employee Value Proposition for the Visually disabled in which they concluded that there is a direct correlation between sexual self-concept, body esteem and the psychological well-being of those who are visually challenged employees. They found to be quite confident, good attitude and have a positive mindset towards their job, just as any other normal employee that is quite evident from all the verbatim that we received. Then also there is a lot of scope of improvement for companies towards these employees and therefore to work out on a more comprehensive EVP suiting their talent and contributions to the company.
- **Christy V.** studied in the year 2019 on "**Ergonomics and Employee Engagement**". The aim of this study was to assess the role of Macro ergonomics in employee engagement and to evaluate the need for Ergonomics in employee retention profit making. From the study, it has been found that Macro ergonomics plays a major role in today's work culture to foster employee engagement. Ergonomics is crucial to employee retention and making profits. Psychosocial needs are well met by good workplace health measures. The theory of social exchange holds good when it comes to the influence of ergonomics on employee engagement.
- **Qureshi J. & Qureshi M. et al. in the year 2019** found that Normative Organizational Commitment is the most influential form of employee's commitment to affect job satisfaction. Whereas an Affective Organizational Commitment is the second most influential form of organizational commitment. Continuous Organizational Commitment is the least influential though significant to influence job satisfaction of the-employees. There is a significant positive impact of job satisfaction on job performance.
- **Satpathy I., Patnaik B. and Mohapatra M.** in the year 2019 mentioned that Work life balance is a parameter to measure job satisfaction. It helps in understanding work and life as two most important aspects of life which needs to be balanced through various strategic HR interventions. Juggling between personal and professional lives employees tend to

under- perform. Hence to strike a balance is necessary on the part of the employees in order to accomplish the goals of the organization and be an asset to the organization.

- **Mat, N, Jansriboot, P and Mat, N** in the year 2019 found out that the Personality traits, agreeableness and neuroticism were found not significantly affect employee engagement. The relationship between transformational leadership and psychological safety helps in enhancing employee engagement.

- **According to Shaik, F and Makhecha, U** in the year 2019 in their examination said that in order to increase engagement levels organizations need to focus on appropriate team membership supported by appropriate technology, and adequate formal and informal communication.

- **Salau O., Osibanjo A. et al.** in their study on “**Datasets on employee value proposition (evp) and performance of selected fast moving consumer goods (FMCGs) firms in Nigeria**” in the year 2018 to explores detail dimensions and implications of EVP on the performance of firms in developing countries and concluded that career growth and reward flexibility as predictive determinants of EVP for increased performance of sampled firms.

- Bhavani et al., in the year 2018 found that Employee engagement leads to increased productivity, retention, client trust and profitability.

- In the year 2015 a study done by Payambarpour et al. cleared that Management development has implications for organizational performance. Human resource practices are positively and significantly associated with organizational performance, employee engagement. Engagement has a positive and significant effect on organizational performance and partially mediates the link between HR activities and performance.

- Aloo V. and Moronge M. in their investigation in the year 2014 found that the Company has a common job architecture that is used to define all jobs that reward and career programs at organization are linked to common job architecture and that Pay progression is aligned with career progression at my organization.

- Rayton B. and Yalabik Z. in the year 2014 said that the Job satisfaction is an important outcome of psychological contract breach (PCB). Work engagement is affected by PCB; this relationship operates through the aforementioned impact of PCB on job satisfaction.

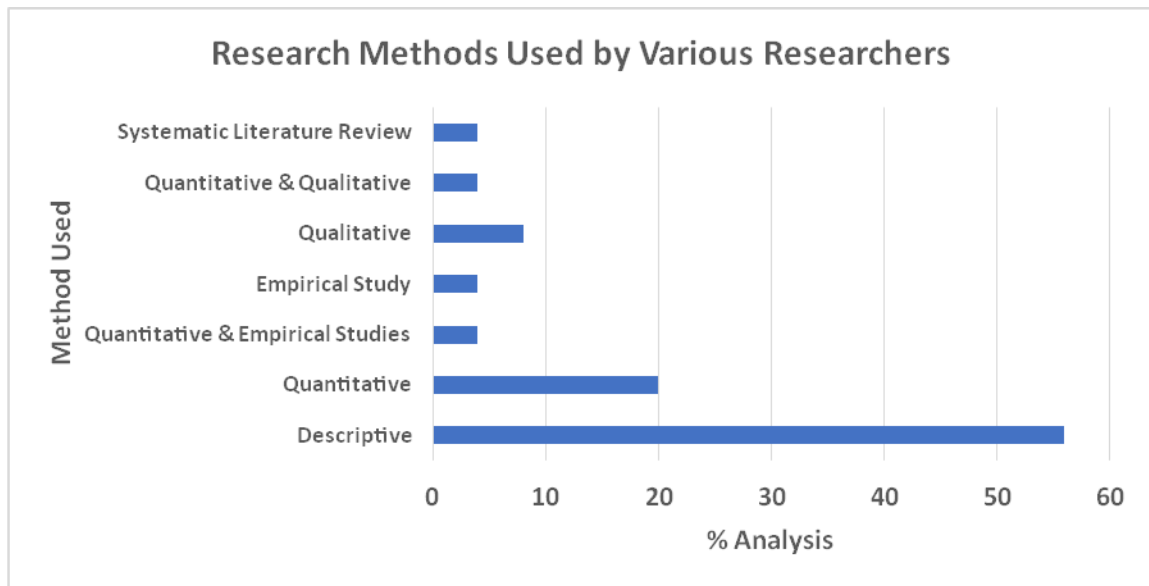
- In line with Anitha J. in the year 2013, Working environment and team and co-worker relationship helps in improving employee engagement and employee engagement had significant impact on employee performance.

- In Accordance with Afiouni, F. Karam, C. and El-Hajj, H. (2013) HRM Practices in one country are likely to be influenced by both cultural and institutional factors, and that it is furthermore difficult to deconstruct the various cultural and institutional influences. Hence EVP and EE activities will depend on cultural and institutional practices of that region.
- **Rees, C., Alfes, K. and Gatenby, M (2013)** in their examination cleared that The direct connection between perceptions of voice behaviour and engagement is mediated by both employee trust in senior management and the employee–line manager relationship.
- **Shantz, A. et al. in the year 2013** found that Employees who hold jobs that offer high levels of autonomy, task variety, task significance and feedback are more highly engaged and, in consequence, receive higher performance ratings from their supervisors.
- **Sokro, E. in the year 2012** said that an Attractive compensation and benefit package, opportunity for long-term career progression, recognition and appreciation of employees work, job security, company image and provide work life balance are key attributes for talent retention.
- **Van Schalkwyk, S., Du Toit, Danie H. B. , Adriaan S. and Rothmann, S.** in the year 2010 explained Job insecurity was not statistically significantly related to employee engagement and turnover intention. Leadership empowerment behaviour contributed statistically significantly to employee engagement and low turnover intention. Employee engagement partially mediated the relationship between leadership empowerment behaviour and turnover intention.
- **Schaufeli and Bakker (2010)** defined work engagement as “the psychological state that accompanies the behavioural investment of personal energy”. The above descriptions of the concept depict that an engaged employee is intellectually and emotionally bound with the organisation, feels passionately about its goals and is committed to live by its values.
- **Demerouti and Cropanzano (2010)** argued that engagement can lead to enhanced performance as a result of various factors. These findings are supported by a growing number of studies arriving at a positive relationship between engagement and individual performance (Halbesleben, 2010; Mone and London, 2010). This study aims to identify and measure the impact of the key factors of employee engagement, recognised in this study, on employee performance.
- **Richman et al. (2008)** argued that an organisation’s flexible work-life policies have a notable positive impact on employee engagement. Various other studies (Woodruffe, 2005; Rama Devi, 2009) have emphasised the importance of organisational policies and procedures that best support flexible work arrangements that help in balancing employee work and home environments; organisations that have such arrangements are more likely to have engaged employees.

- **Sharma, D., Borna, S. and Stearns, J.** in their study indicated that perceived fairness moderates the influence of CEVs on two seminal outcomes, namely, job performance and commitment.
- **Gallup researchers Fleming and Asplund (2007)** went a step further and presented employee engagement as: “the ability to capture the heads, hearts, and souls of your employees to instill an intrinsic desire and passion for excellence”, thus adding a spiritual element to Gallup’s established cognitive and emotional aspects of engagement.
- **According to Baumruk, 2004; Richman, 2006, Shaw, 2005** While organizations are intense to maximize the input of each individual towards their corporate metrics, individual employees opt to find some purpose and sense of satisfaction in their job. Quite often employee engagement has been defined as an emotional and intellectual commitment to any organization brought in by the employees or the quantum of unrestricted effort unveiled by employees in their job (Frank et al, 2004) Though it is acknowledged as a multi-faceted construct, (Kahn 1990), Truss et al (2006) define employee engagement simply as „passion for work“, a psychological state.
- Unless employee engagement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working (Ferguson, 2007).

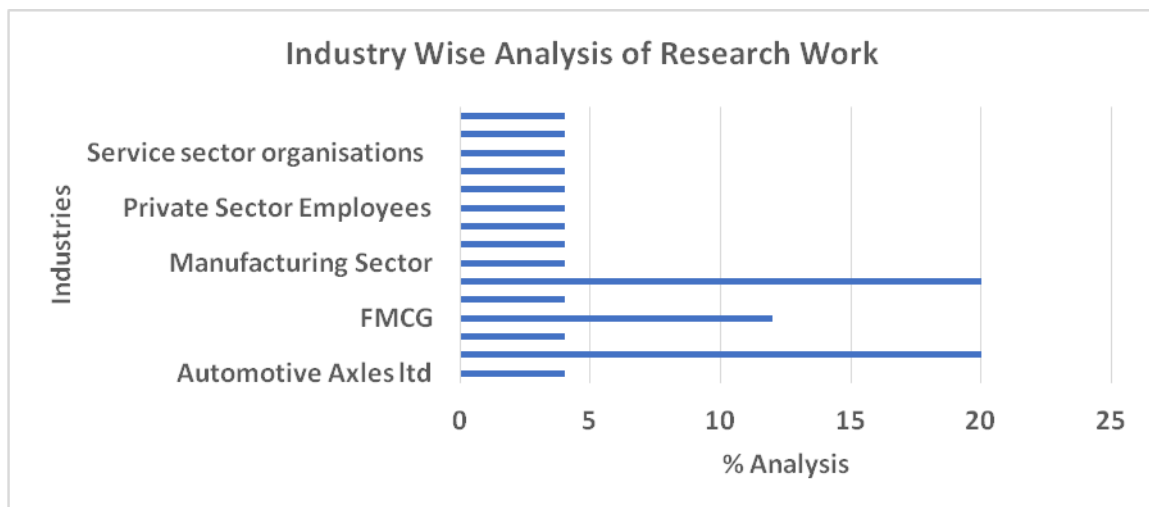
Analysis of Literature Review

Chart: 1



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

Chart: 2



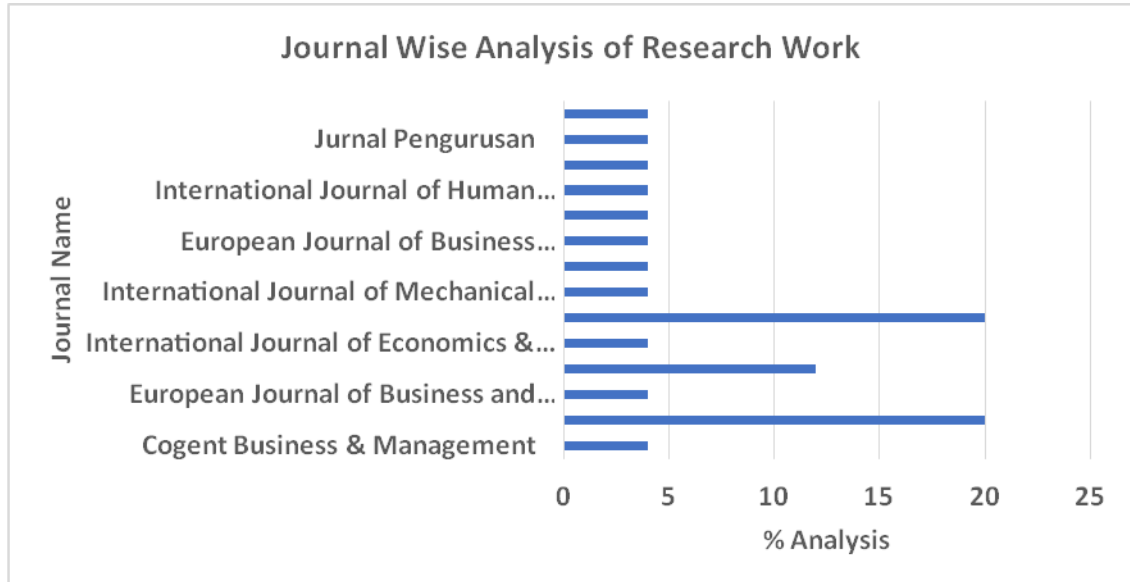
On conducting an industry-wise analysis, it was observed that among 15 Industries that were a part of the research, 60% studies were conducted FMCG, Banking, IT & Service Sector. Manufacturing and Health Care have huge scope so as retail industry for the future study purpose.

Chart: 3



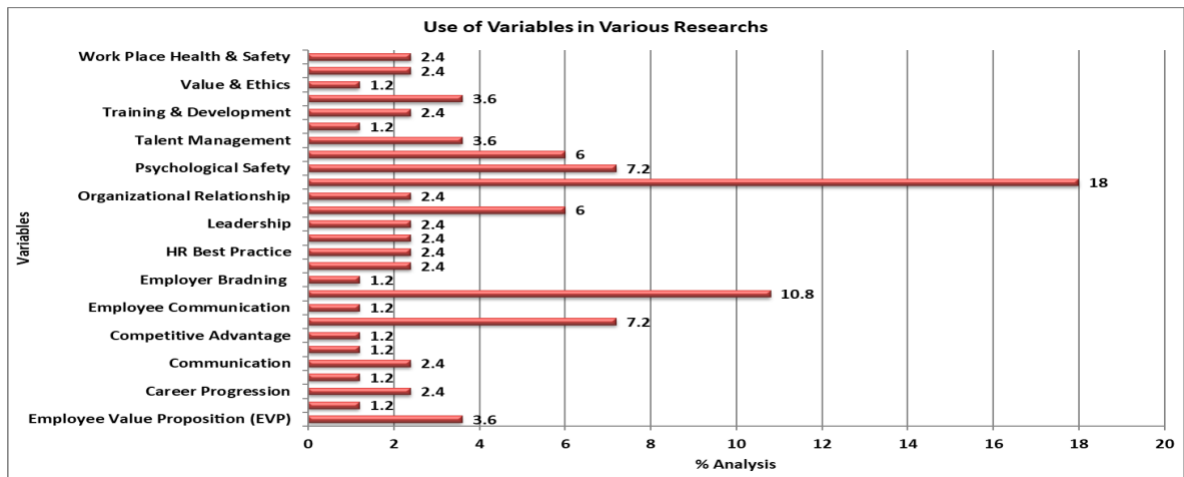
Around 70% studies were conducted in the years 2020, 2019 & 2013. It can be clearly seen that in recent years, the analysis on EVP and EE has increased considerably, thus signifying the importance of the topic.

Chart: 4



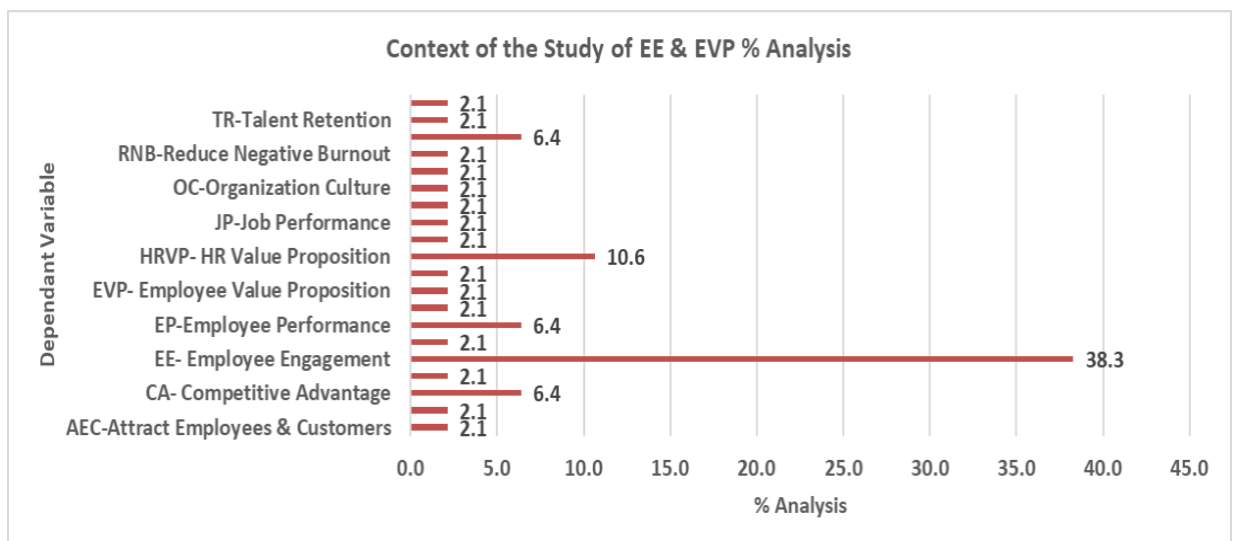
On reviewing various journals, it was found that almost 46% of research papers were published in the International Journal of Management (IJM), International Journal of Human Resource Management and the International Journal of Mechanical Engineering and Technology.

Chart: 5



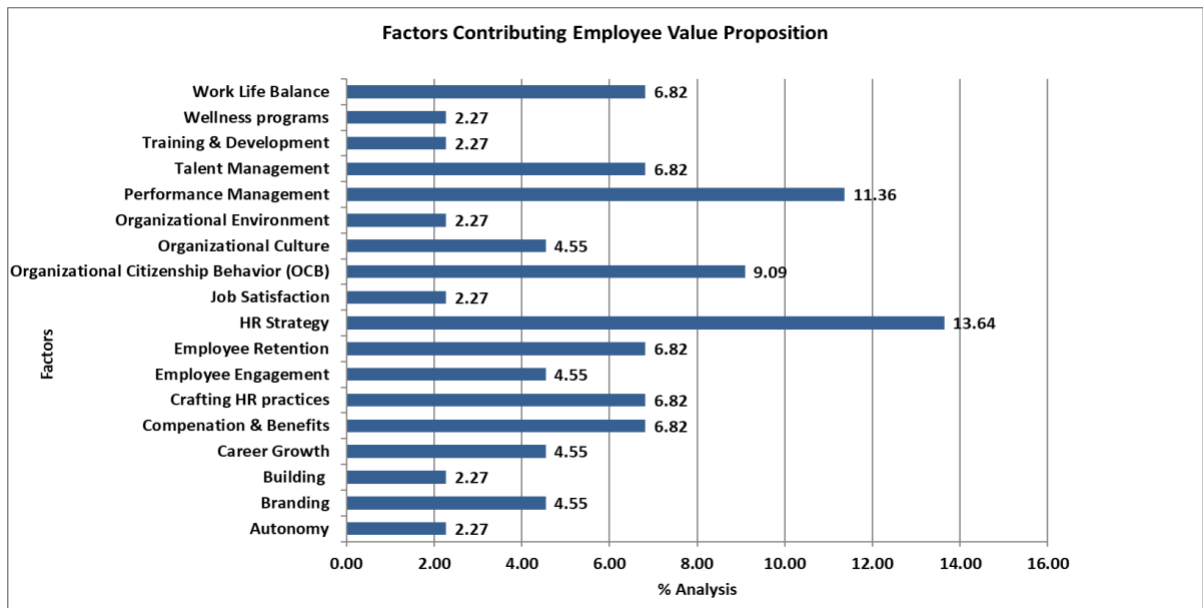
Analysis: 83 Variables grouped under 27 Broad Heads. Employee Commitment, Employee Engagement, Organization Culture, Performance management, Psychological Safety, Self Esteem, Talent Management and Trust & Fairness are key variables.

Chart: 6



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

Chart: 8



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

FINDINGS-

The document presented here is an evaluation of Enhancing Employee Engagement through Employee Value Proposition Measures. A marked growth has been observed in recent years as all the identified factors such as EVP, Employee Satisfaction, and Employee Commitment were predictors of employee engagement however; the variables that had major impact are various EVP Pillars (Career Growth, L&D, Quality of Life and Reward Recognition). Hence Employee Value Proposition is a strong predictor of employee engagement., it is a subject in which there is still much to be done. From the literature review, it was found that there are multiple scales used for measuring employee engagement level. Employee and Organization performance can be enhanced by EVP and Employee Engagement. Leadership, Employee Relation and Communication Plays an important role for enhancing Engagement level. Strategic HR and HR Best practices are key drivers of Engagement. Employee & Organizational Branding major pillars of EVP. T&D, Career Development, Retention Strategy, Talent Management, Performance Management, Reward & Recognition leads Job Satisfaction and improves Commitment level of Employees towards Organization. Policies, Welfare Measures, Work Life Balance Initiatives and Organization Culture are important pillars to strengthen EVP. However, role of Job Security, Psychological Safety, Organizational Values are essential for boosting employee morale. EVP & EE both enhances Organizational Productivity and Emp. Retention.

After going through so many literature reviews following gap has been identified-

- It was observed that most of researcher conducted Quantitative Researches on EE & EVP, there is a huge scope for Qualitative research on above topic. Manufacturing and Service Sector have lot of potential and the studies must focus on these areas.
- There is no such study conducted where Employee Engagement is Dependent and EVP is Independent Variable. But many studies established direct and indirect correlation between the drivers. Since India is hub of Manufacturing and Service Sector future studies can be conducted considering all the factors into account.
- EVP can be used as powerful tool for enhancing Employee Engagement thereby the Organizational Performance & Productivity will enhance.

CONCLUSION-

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

LIMITATIONS-

Finally, it is necessary to mention some limitations of this bibliometric study. First, the search was limited to the publications listed in the national and international journals of great repute. Although Scopus and Elsevier is among the largest global databases, of course it does not contain all the publications in the engagement research field. Second, the bibliometric analysis uses quantitative methods for its realization, so the quality and content of the publications cannot be assessed.

Based on these limitations that characterize the bibliometric analysis, a deeper content analysis is recommended for future research, such as differences in conceptualizations about engagement, type of studies carried out (empirical or conceptual), the context in which they have been carried out, the focus of the engagement, as well as the background and the consequences of it.

FUTURE IMPLICATIONS OF THE STUDY

- This paper quotes previous studies and suggest measures on factors that improve working environment and team and co-worker relationship.
- The implications involve significant impact for organizations in terms of improvement in productivity and hence signify substantial economic impact for organizations.
- Apart from this, the determinants of employee engagement connote a healthy working atmosphere for employees. This reflects on the social impact that could be created with the measures taken by the organization.
- Employees would enjoy considerable attention in terms of work place environment, healthy collegiality, workplace wellbeing and the methods taken by the organization to enhance employee engagement.
- The model can be used by organizations to focus on key aspects that would result in both employee and employer benefits.

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