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Employee engagement and increased business productivity

20 DECEMBER 2017

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Search Terms:: Annual report, Average business overhead percentage, Budget allocation, Budget cut, Business reform, Business research, Corporate, Cost prioritisation, Critical success factors, Drivers of engagement, Efficiency, Employee, Financial statement, Human capital, Human productivity improvement, Human resource development (HR), Labour cost as a percentage of expenses/revenue by industry, Labour cost, Leadership, Organisational change, Payroll as a percentage of expenses by industries, Performance based budgeting (PBB), Productivity, Public sector, Reform, Return on investment (ROI), Running cost, Salary as a percentage of expenses by industries, Wages and labour cost,

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1. **According to research, here's the single key to improving employee engagement**
   Folkman, Joseph
   Forbes Leadership
   A large organization had a high level of employee engagement in 2009. They believed a workforce of highly engaged and committed employees was a key factor influencing business success and a positive culture. Everyone seemed pleased with the high level of engagement until one senior leader said, "If high engagement is good, wouldn't an even higher level be better?" The CEO believed that if the company set a goal to maintain the high level of engagement, it would decline — the only way to keep engagement high is to work hard to take it continually higher. Over the years this organization has measured the engagement of its employees and has found a way to continuously improve the level of engagement in the organization.
   https://www.forbes.com/sites/joefolkman/2017/05/18/according-to-research-heres-the-single-key-to-improving-employee-engagement/#47f88b2b57df

2. **Antecedents and Consequences of Employee Engagement: The Case of Pakistan**
   Saks, Alan
   Journal of managerial psychology, 2006, Vol. 21, No. 7, pp. 600-619
   Employee engagement is becoming a hot topic among business organizations and decision making bodies. The main aim of this study is to check the relationship between the antecedents and consequences of employee engagement in the banking sector of Pakistan. A survey was carried out on 303 employees working in the private and public banking sector of Lahore Pakistan. Participants were currently doing job in their organization from at least 2 years and

having at least 2 years work experience. In this study correlation among antecedents and consequences of employee engagement is measured. Results of this study indicate that there is a positive relationship among the antecedents and consequences of employee engagement. But variables are less correlated with each other. (Emerald)
http://www.emeraldinsight.com/doi/full/10.1108/02683940610690169

3. **Are people-oriented leaders perceived as less effective in task performance? Surprising results from two experimental studies**
Gartzia, Leire; Baniandrés, Josune
Journal of Business Research, 2016, Vol. 69, No. 2, pp. 508-516
Leadership literature, there is consensus that leadership effectiveness is associated with two basic dimensions: people orientation and task orientation. The present work suggests that, when making judgments of leaders, observers tend to perceive these dimensions as opposed. In particular, data from two experimental studies indicate that people orientation of target leaders reduces the extent to which they are perceived as competent in task-related leadership activities such as managing a financial transaction, guaranteeing the quality of manufacturing processes or increasing profits. These findings are tested in relation to both male and female target leaders. Implications of these results for management research are discussed in terms of how people orientation and effectiveness in task-related managerial activities may be perceived by observers as two opposite sides of a continuum. (Science direct)

4. **Competing through employee engagement: a proposed framework**
Al Mehrzi, Nada; Singh, Sanjay Kumar
International Journal of Productivity and Performance Management, July 2016, Vol. 65, No. 6, pp.831-843
The purpose of this paper is to provide a framework through which to understand, predict and control factors affecting employee engagement in the public sector in the United Arab Emirates (UAE). Design/methodology/approach: – The paper examines research conducted in the area of employee engagement and proposes a conceptual framework that can be used by practitioners to engage employees and motivate them toward organizational growth and sustainability. Findings: – In line with the literature-based analysis, a framework of employee engagement was developed, illustrating the linkage between leader, team, perceived organizational support and organizational culture that is being mediated by employee motivation. Research limitations/implications: – Employee engagement as exemplified in this study is well suited for use in the public sector in the UAE. Further empirical study should be undertaken to ascertain the effect of the proposed framework and hypotheses. Practical implications: – The study incorporates determinants of employee engagement in a framework that practitioners can make use of to identify interventions with which to engage and retain talented employees for organizations' benefit. Originality/value: – This paper provides a comprehensive framework that contributes to the conceptualization of employee engagement and will help practitioners as well as academics to understand the underlying causes of disengagement in organizations. (Emerald)
http://www.emeraldinsight.com/doi/full/10.1108/IJPPM-02-2016-0037

5. **Competitive Advantage Through Engagement**
Kumar, V; Pansari, Anita
Journal of Marketing Research, August 2016, Vol. 53, No. 4, pp.497-514
The authors highlight the need for and develop a framework for engagement by reviewing the relevant literature and analyzing popular-press articles. They discuss the definitions of the focal constructs—customer engagement (CE) and employee engagement (EE)—in the engagement framework, capture these constructs' multidimensionality, and develop and refine items for measuring CE and EE. They validate the proposed framework with data from 120 companies over two time periods, and they develop strategies to help firms raise their levels of CE and EE to improve performance. They also observe that the influence of EE on CE is moderated by

employee empowerment, type of firm (business-to-business [B2B] vs. business-to-consumer [B2C]), and nature of industry (manufacturing vs. service); in particular, this effect is stronger for B2B (vs. B2C) firms and service (vs. manufacturing) firms. The authors find that although both CE and EE positively influence firm performance, the effect of CE on firm performance is stronger. Furthermore, the effect of CE and EE on performance is enhanced for B2B (vs. B2C) and for service (vs. manufacturing) firms. (Ebsco)

6. **Conditions for innovation in public sector organizations**
Demircioglu, Mehmet Akif; Audretsch, David B
Research Policy, 2017, Vol. 46, No. 9, November, pp. 1681-1691
While a large literature has emerged on the likelihood of innovative activity for firms in the private sector, due to a scarcity of data little is known why innovative activity varies across organizations in the public sector. By utilizing a new source of data, the 2012 Australian Public Service Commission data (n = 21,093), this paper is able to overcome these data constraints and provides one of the first studies focusing on the likelihood of innovative activity in the public sector. The empirical evidence suggests that important conditions specific to the public organization influence the likelihood of innovative activity. In particular, experimentation, responding to low-performers, the existence of feedback loops, and motivation to make improvements enhance the likelihood of innovative activity. In contrast, budget constraints do not have a statistically significant effect on single innovation. Thus, the results of this study suggest that intrinsic factors such as experimentation and motivation to improve performance are crucial for achieving innovation in the public sector context. (Science direct)

7. **Context matters: examining 'soft' and 'hard' approaches to employee engagement in two workplaces**
Jenkins, Sarah; Delbridge, Rick
International journal of human resource management, 2013, Vol 24, No. 14, pp.2670-2691
This paper reports different managerial approaches to engaging employees in two contrasting organizations. We categorize these approaches to employee engagement as 'hard' and 'soft', and examine how these reflect the different external contexts in which management operate and, in particular, their influence on management's ability to promote a supportive internal context. The paper extends the existing literature on the antecedents of engagement by illustrating the importance of combining practitioner concerns about the role and practice of managers with the insights derived from the psychological literature relating to job features. We build from these two approaches to include important features of organizational context to examine the tensions and constraints management encounter in promoting engagement. Our analysis draws on the critical organizational and HRM literature to make a contribution to understanding different applications of employee engagement within organizations. In so doing, we outline a situated and critical reading of organizations to better appreciate that management practices are complex, contested, emergent, locally enacted and context specific, and thereby provide new insights into the inherent challenges of delivering engaged employees. (Taylor & Francis)
http://www.tandfonline.com/doi/abs/10.1080/09585192.2013.770780

8. **Employee Engagement and Organizational Effectiveness: The Role of Organizational Citizenship Behavior**
Kataria, Aakanksha; Garg, Pooja; Rastogi, Renu
International journal of business insights & transformation, 2013, Vol. 6, No. 1, pp. 102-113
In order to achieve and sustain organizational effectiveness, through employees' increased contributions, organizations, apart from task proficiency, becoming increasingly reliant on employees' discretionary efforts at workplace. To take part in their potent inclination, this paper intends to explore employee engagement and OCB literatures to investigate the interrelationships between employee engagement, OCB, and organizational effectiveness. A retrospective analysis is carried out of existing theoretical and empirical research studies to support the associative

interrelationship between employee engagement, OCB, and organizational effectiveness. This integrative review subsequently considers two alternative models and propositions to establish causal relationships between employee engagement, OCB, and organizational effectiveness. Findings indicate that employee engagement has potential to drive OCB. Engaged employees also have the greatest potential to augment organizational effectiveness through their higher levels of OCB. This study suggests that value-based organizations through their HR architecture should adopt high performance HR practices to sustain high levels of employee engagement, since the psychological mechanism of engagement drives OCB by which an organization achieves effectiveness. Furthermore, this study mainly focuses on employees as engaged in their work roles, since these employees are highly capable of stimulating positive workplace behaviors and organizational performance. The study contributes to employee engagement and organizational effectiveness literatures by adding the notion of employee engagement as a significant antecedent of organizational effectiveness through OCB. (EbscoHost)

9. **Employee Engagement Does More than Boost Productivity**
Baldoni, John
Harvard business review, July 2013
Improving employee engagement is not simply about improving productivity — although organizations with a high level of engagement do report 22% higher productivity, according to a new meta-analysis of 1.4 million employees conducted by the Gallup Organization. In addition, strong employee engagement promotes a variety of outcomes that are good for employees and customers. For instance, highly engaged organizations have double the rate of success of lower engaged organizations. Comparing top-quartile companies to bottom-quartile companies, the engagement factor becomes very noticeable. For example, top-quartile firms have lower absenteeism and turnover. Specifically, high-turnover organizations report 25% lower turnover, and low-turnover organizations report 65% lower turnover. Engagement also improves quality of work and health. For example, higher scoring business units report 48% fewer safety incidents; 41% fewer patient safety incidents; and41% fewer quality incidents (defects).
https://hbr.org/2013/07/employee-engagement-does-more

10. **Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory**
Truss, Catherine; Shantz, Amanda; Soane, Emma; Alfes, Kerstin; Delbridge, Rick
International Journal of Human Resource Management, July 2013, Vol. 24, No.14, pp.2657-2669
The development of mainstream human resource management (HRM) theory has long been concerned with how people management can enhance performance outcomes. It is only very recently that interest has been shown in the parallel stream of research on the link between employee engagement and performance, bringing the two together to suggest that engagement may constitute the mechanism through which HRM practices impact individual and organisational performance. However, engagement has emerged as a contested construct, whose meaning is susceptible to 'fixing, shrinking, stretching and bending'. It has furthermore not yet been scrutinised from a critical HRM perspective, nor have the societal and contextual implications of engagement within the domain of HRM been considered. We review the contribution of the seven articles in this special issue to the advancement of theory and evidence on employee engagement, and highlight areas where further research is needed to answer important questions in the emergent field that links HRM and engagement. (Ebsco)

11. **Employee Engagement: Boosting Productivity in Turbulent Times**
Catteeuw, Frank; Flynn, Eileen; Vonderhorst, James
Organization Development Journal, 2007, Vol. 25, No. 2, pp.151-157
Like most companies in the healthcare industry, Johnson & Johnson Pharmaceutical Research & Development, L.L.C. (J&JPRD) faces the commensurate challenges of growing its business in an increasingly competitive marketplace while discovering and developing

innovative new medicines. Understanding that internal and external change impacts productivity, J&J PRD's Global Organizational Development (OD) team identified employee engagement as an important tool to ensure long-term growth and success. (Google scholar)
https://search.proquest.com/openview/ddcdd1dde748da8e44ce0c68ccb4efe9/1?pq-origsite=gscholar&cbl=36482

12. **Employee intrapreneurship and work engagement: a latent change score approach** Gawke, Gawke, Jason C; Gorgievski, Marjan J; Bakker, Arnold B
Journal of Vocational Behavior, 2017, June 2017, Vol. 100, No. 1, pp.88-100
Although ample evidence has shown that intrapreneurial activities of an employee (i.e. employee intrapreneurship) positively impact organizational outcomes, research on how these activities affect employee outcomes is scarce. Based on Job Demands-Resources theory, we hypothesized that employee intrapreneurship builds personal resources over time, which in turn, fosters work engagement. We conducted a two-wave study with a three-month time interval among a sample of public servants (N=351). Results of a latent change score analysis showed that employee intrapreneurship predicted a positive change in employees' personal resources over time, and personal resources predicted higher and more stable experiences of work engagement during the study period. Moreover, we found evidence for a positive gain cycle of employee intrapreneurial behavior, personal resources, and work engagement. The practical implication of our findings is that intervening to increase either one of these constructs can be expected to lead to mutual gains in the others. (Ebsco)
http://daneshyari.com/article/preview/5035119.pdf

13. **Enhancing the use of e-learning systems in the public sector: a behavioural intention perspective**
Hung, Shin-Yuan; Chen, Charlie, Yeh, Ralph Kemg-Jung; Huang, Li-Chia
Electronic Government, an International Journal, 2016, Vol.12, No. 1
Using electronic learning (e-learning) can enhance a civil servant's proficiency in performing quality service to civilians. However, civil servants tend to be passive adopters of innovative technology. Increasing the intention of them to adopt e-learning has the potential of improving the quality of civil services. This study proposes a research model based on the Decomposed Theory of Planned Behaviour. 416 responses were collected from four counties of Taiwan. The analysis results indicate that attitude and behavioural control have a positive effect on a civil servant's behavioural intention of adopting e-learning. However, the subjective norm has a negative effect on behavioural intention. Usefulness, compatibility, and ease of use have a positive effect on attitude. Interpersonal influence and external influence have a positive effect on the subjective norm. Self-efficacy and professional core competency have a positive effect on behavioural control. Academic and practical implications are drawn from these findings.
https://www.inderscienceonline.com/doi/abs/10.1504/EG.2016.074237

14. **Explaining Employee Engagement with Strategic Change Implementation: A Meaning-Making Approach**
Jones, Jesse
Organization Science, February 2012, Vol. 23, No.1, pp.1-23
Using a framework of meaning-making derived from social psychological research on how individuals manage adverse life events and research on sensemaking, we develop and test a theory about how frontline employees overcome the challenges of implementing strategic change. We find that certain types of meaning-making (strategy worldview and benefits finding) can create the requisite psychological resources that facilitate employees engaging in change implementation behaviors. The meaning-making change adaptation model (MCAM) we develop helps explain when and how employees adapt to change, thereby opening the "black box" of how to facilitate more effective strategic change implementation. We develop and empirically test the

MCAM using qualitative and quantitative data from a Fortune 500 retailer. (Ebsco)

15. **Exploring Employee Engagement with (Corporate) Social Responsibility: A Social Exchange Perspective on Organisational Participation**
Slack, R; Corlett, S; Morris, R
Journal of Business Ethics, March 2015, Vol. 127, No. 3, pp 537–548
Corporate social responsibility (CSR) is a recognised and common part of business activity. Some of the regularly cited motives behind CSR are employee morale, recruitment and retention, with employees acknowledged as a key organisational stakeholder. Despite the significance of employees in relation to CSR, relatively few studies have examined their engagement with CSR and the impediments relevant to this engagement. This exploratory case study-based research addresses this paucity of attention, drawing on one to one interviews and observation in a large UK energy company. A diversity of engagement was found, ranging from employees who exhibited detachment from the CSR activities within the company, to those who were fully engaged with the CSR activities, and to others who were content with their own personal, but not organisational, engagement with CSR. A number of organisational context impediments, including poor communication, a perceived weak and low visibility of CSR culture, and lack of strategic alignment of CSR to business and personal objectives, served to explain this diversity of employee engagement. Social exchange theory is applied to help explore the volition that individual employees have towards their engagement with CSR activities, and to consider the implications of an implicit social, rather than explicit economic, contract between an organisation and its employees in their engagement with CSR. (EbscoHost)

16. **Human Resource Craze: Human Performance Improvement and Employee Engagement**
Endres, Grace M; Mancheno-Smoak, Lolita
Strategic direction, 2008, Vol. 24, No. 8
Purpose to clarify definitions of, and distinguish between, human productivity improvement (HPI) and employee engagement. Design/methodology/approach sees the two terms as human resource (HR) "buzzwords", relates HR to competitive advantage, and refers to the American Society for Training and Development's HPI model that offers a way to improve productivity through organizational "wellness". Links organizational wellness to employee engagement, looks at definitions of employee engagement, cites prior papers in arguing that these definitions and associated classifications are incomplete, and contends that definitions do not distinguish between attitudes and behaviours, that the construct of employee engagement is not related to other constructs such as job satisfaction and organizational commitment, and that there is no agreed scale for measuring employee engagement. Profiles initiation of a project by the US Postal Service aimed at ascertaining if employee engagement and employee focus are the same or separate constructs, and, if different, which contributes to productivity, tables a comparison of the two constructs, and calls for development of a common HPI process, and an agreed definition and measure of employee engagement. (Emerald)
https://www.insala.com/employee-engagement/the-human-resource-craze.pdf

17. **IMatter: validation of the NHS Scotland Employee Engagement Index**
Snowden, Austyn; MacArthur, Ewan
BMC Health Services Research; December 2014, Vol. 14, No.1 pp.1-10
Employee engagement is a fundamental component of quality healthcare. In order to provide empirical data of engagement in NHS Scotland an Employee Engagement Index was co-constructed with staff. 'iMatter' consists of 25 Likert questions developed iteratively from the literature and a series of validation events with NHS Scotland staff. The aim of this study was to test the face, content and construct validity of iMatter. Cross sectional survey of NHS Scotland staff. In January 2013 iMatter was sent to 2300 staff across all disciplines in NHS Scotland. 1280 staff completed it. Demographic data were collected. Internal consistency of the scale was calculated. Construct validity consisted of concurrent application of factor analysis and Rasch

analysis. Face and content validity were checked using 3 focus groups. The sample was representative of the NHSScotland population. iMatter showed very strong reliability (α =0.958). Factor analysis revealed a four-factor structure consistent with the following interpretation:1.My experience as an individual2.My experience with my direct line manager3.My experience with my team4.My experience with my organisation Each subscale also showed high level of internal consistency within all disciplines. Rasch analysis confirmed the majority of items fit with the latent trait of staff engagement with infit statistics between 0.7 and 1.3; and showed a good spread of item difficulty covering person ability. Focus groups found the questionnaire valid it terms of brevity, relevance and clarity. iMatter showed evidence of high reliability and validity. It is a popular measure of staff engagement in NHS Scotland. Implications for practice focus on the importance of coproduction in psychometric development. (Ebsco)
https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4230359/
Final report also attached

18. **Improving Public Sector Efficiency: Challenges and Opportunities**
Curristine, Teresa; Lonti, Zsuzsanna; Joumard, Isabelle
OECD journal on budgeting, 2007, Vol. 7. No. 1, pp.1-41
Governments of OECD countries are under pressure to improve public sector performance and at the same time contain expenditure growth. While factors such as ageing populations and increasing health care and pension costs add to budgetary pressures, citizens are demanding that governments be made more accountable for what they achieve with taxpayers' money. This article briefly reviews key institutional drivers that may contribute to improve public sector efficiency, and focuses on one of them in more detail: performance information and its role and use in the budget process.
https://www.oecd.org/gov/budgeting/43412680.pdf

19. **Individual Factors and Work Outcomes of Employee Engagement**
Andrew, Ologbo C; Sofian, Saudah
Procedia Social and Behavioral Sciences, January 2012, Vol. 40, No. 1, pp.498-508
Employee engagement is emerging as a critical organizational issue especially as businesses are recovering from the trauma of the global recession. Employee engagement has been an area of interest among many researchers and it had received a greater recognition among consulting firms. Therefore, there is a need for academic research on the construct to ascertain the claims of the human resource consulting firms as well as to add to the existing knowledge of employee engagement in the literature. This study was conducted on 104 HR officers working at the Inland Revenue Board of Malaysia with the purpose ascertaining the uncertainty about the influence of individual factors of employee engagement on work outcomes using the measures of employee engagement (job and organization engagements) as the mediating variables and the social exchange theory as the theoretical underpinning. The mean, standard deviation, t-test and multiple regression were employed for data analysis. The findings of this study showed a significant difference between job engagement and organization; with co-employee support as a major individual factor that influences both measures of engagement and the work outcomes. (Ebsco)
https://ac.els-cdn.com/S1877042812006891/1-s2.0-S1877042812006891-main.pdf?_tid=c53e6332-e506-11e7-b16c-00000aab0f6b&acdnat=1513720470_ab96c6e16655d3b22f52d382436442d1

20. **Interplay between performance measurement and management, employee engagement and performance**
Smith, Marisa; Bititci, Umit Sezer|
International Journal of Operations & Production Management, September 2017, Vol. 37, No.9, pp.1207-1228
The purpose of this paper is to recognise the importance of the interplay between performance

measurement, performance management, employee engagement and performance. However, the nature of this phenomenon is not well understood. Analysis of the literature reveals two dimensions of organisational control, technical and social, that are used to develop a conceptual framework for studying this phenomenon. Design/methodology/approach: The authors conducted explorative action research involving pilot and control groups from two departments of a UK bank. Findings: The authors show that an intervention on the social controls has led to changes in technical controls of the performance measurement system resulting in significant improvement in employee engagement and performance. Research limitations/implications: The research was undertaken with two cases from a single organisation. Further fine-grained, longitudinal research is required to fully understand this phenomenon in a wider range of contexts. Practical implications: The paper contributes to the theory on performance measures and gives guidance on how organisations might design their performance measurement systems to enhance employee engagement and performance. Originality/value: The study makes three contributions. First, the authors introduce a new theoretical framework based the organisational control theory providing a basis for future research. Second, through nine propositions, the authors establish a causal relationship between performance measurement, performance management, employee engagement and performance. Third, the authors identify a gap in knowledge concerning the design of organisational controls in the context of the process that is being managed. (Emerald)
http://www.emeraldinsight.com/doi/pdfplus/10.1108/IJOPM-06-2015-0313

21. **Major changes introduced to create a more efficient public sector**
Government of Western Australia, Friday, 28 April 2017
McGowan Government to deliver a 40 per cent reduction in government departments. Western Australia's 41 departments will be reduced to 25 by July 1, 2017. First stage of changes will help create a more efficient public sector to deliver better services for the community. Delivering on election commitments to drive a change of culture across government and reduce the number of government departments. Premier Mark McGowan has announced the biggest shakeup of the public sector in decades with 40 per cent of Government departments to be amalgamated or abolished. The major announcement surpasses the election commitment to reduce the number of departments by 20 per cent and includes a major reshuffle of chief executives. It also comes ahead of the Service Priority Review that will deliver further structural changes and savings. The changes announced today are the first step in driving cultural change and delivering multi-million-dollar cost savings across government to assist with much-needed budget repair. This significant reform is aimed at creating collaborative departments focused on whole-of-Government objectives and delivering services in the most efficient way, including using new technology. As promised, new directors general will be instructed to deliver a 20 per cent reduction in the 521-member Senior Executive Service, the State's highest paid bureaucrats. Public servants will also be called upon to identify examples of waste, inefficiency, duplication and red tape that can be eliminated to improve the public sector.
https://www.mediastatements.wa.gov.au/Pages/McGowan/2017/04/Major-changes-introduced-to-create-a-more-efficient-public-sector.aspx

22. **Managing employee engagement in times of change**
Aon Hewitt Pty, Qld, 2017
Today's global economy has clearly had a big impact on the way organizations operate. Although successful organizations are often marked by a modest, continuous level of change, the past few years have been marked by significant business and talent survival tactics in response to challenging economic conditions. Some organizations have sought to transform their strategies ahead of, or in response to, changing economic conditions by restructuring or taking on a merger and/or acquisition (M&A). Regardless of how the change occurs, the associated loss of status, certainty, control and familiarity that comes with this change may be met with resistance from employees.1 M&A situations in particular can cause many employees to feel confused or unsure about how they will fit in the combined organization.2 Uncertainty and role conflict may lead to

increased turnover, new or additional job expectations, and delays in accomplishing goals while new decision processes and budgets are developed. Overall, during times of change it can be difficult for employees to simply keep their heads above water and stay productive. Because a large number of organizational change efforts fail to meet their stated objectives, a focus on how employees think, feel and behave during these transformational periods offers useful insights to employers.3 Maintaining employee engagement in the midst of organizational change is a key element in the success of a change initiative. In this paper, we specifically address questions about how these transformational periods are related to employee engagement, including: What is employee engagement, and why is it important? What happens to employee engagement during different types of change? What influences engagement during change? What can organizations do to understand and manage employee engagement during times of change?
http://www.aon.com/attachments/human-capital-consulting/2013_Managing_Engagement_During_Times_of_Change_White_Paper.pdf

23. **Measuring organisational climate and employee engagement: Evidence for a 7 Ps model of work practices and outcomes**
Langford, Peter H
Australian Journal of Psychology; December 2009, Vol. 61, No. 4, pp.185-198
This study presents evidence supporting the psychometric properties of the Voice Climate Survey: an employee opinion survey that measures work practices and outcomes. The tool is tested across 13,729 employees from 1,279 business units representing approximately 1,000 organisations. Exploratory factor analyses, confirmatory factor analyses and internal reliability analyses support 31 lower-order work practices and outcomes that aggregate into seven higher-order work systems broadly covering practices and outcomes such as organisational direction, ethics, resources, involvement, recognition, development, teamwork, wellness, work/life balance, change management, customer satisfaction, job satisfaction, organisational commitment and employees' intention to stay. External validation of the tool is demonstrated by linking scores from the employee survey with independent manager reports of turnover, absenteeism, productivity, health and safety, goal attainment, financial performance, change management, innovation and customer satisfaction. (Ebsco)

24. **Measuring the employer's return on investments in training: evidence from the literature**
Bartel, Ann P
Industrial relations a journal of economy and society, 2000, Vol. 39, No. 3, pp.502-524
Three components of the literature on measuring the employer's rate of return to investments in employee training are reviewed: (1) studies that use large samples of firm-level or establishment-level data collected through mail or phone surveys, (2) studies that use data from one or two companies to conduct an 'econometric' case study, and (3) company-sponsored case studies. The strengths and weaknesses of each of these approaches are evaluated and the estimated returns on investments (ROIs) are compared. The analysis indicates that the employer's return on investments in training may be much higher than previously believed. In order to obtain accurate information on the employer's ROI from training, researchers should be encouraged to gain access to company databases and to supplement them with data-gathering efforts to collect information on variables needed to isolate the effect of training. (Wiley online)
https://pdfs.semanticscholar.org/bf58/5b0bf389bb9a7bfbb90b7a3933d76e6b4c8d.pdf

25. **Measuring the level of employee engagement: a study from Indian automobile sector**
Goel, Alok Kumar; Gupta, Namita; Rastogi, Renu
International Journal of Indian Culture and Business Management; January 2013, Vol. 6, No.1, pp.5-21
This paper aims to examine the key drivers for employee engagement within an organisation. It seeks to answer the question: what are the keys for improving the level of employee engagement? This study first examines the theoretical understanding of employee engagement

followed by an empirical investigation. The case study illustrates the strategy for employee engagement in Honda Siel Car India Ltd. (HSCI), which is based on research on the key drivers of engagement. Qualitative and quantitative studies on work engagement are reviewed to uncover the manifestations of engagement and reveal its antecedents and consequences. This paper presents practical lessons of employee engagement from HSCI – a leading manufacturer of premium cars in India. This paper ascertains some of the key drivers of employee engagement as illustrated by the case study. This practitioner-oriented paper builds upon a case study, which explores the employee engagement in an automobile industry and integrates the findings with contemporary knowledge on human resource management. The findings of this case study can be used to develop the strategy for employee engagement in today's workplace. (Ebsco)
https://pdfs.semanticscholar.org/bf58/5b0bf389bb9a7bfbb90b7a3933d76e6b4c8d.pdf

26. **Nurturing the H in HR: using action learning to build organisation development capability in the UK Civil Service**
Hale, Richard; Saville, Martin
Action Learning: Research and Practice, September 2014, Vol. 11, No. 3, pp.333-351
In the UK, the Civil Service Reform Plan is being implemented with urgency. This requires Civil Service departments and agencies to reform their structures and ways of working in order to deliver effective services in a climate of economic austerity and rapid social and technological change. Historically, Human Resource (HR) professionals have provided services based on the HR Business Partner model which has meant a focus on strategic and operational HR services. As part of these changes, HR managers and other professionals are now required to develop their capabilities in providing Organisation Development (OD) advice to their internal clients. In order to make this happen, the Civil Service's expert OD and Design Service launched an OD Capability Building programme and engaged OD specialists Mayvin to deliver it. The programme incorporates the postgraduate level-accredited Action Learning Question method developed by Dr Richard Hale called, in this context, OD Questions (ODQs). Participants on the OD Capability Building programme are required to complete an ODQ over a five- to six-month period. This entails scoping an OD challenge with key stakeholders, conducting some research and making recommendations for change or implementing such change. The participants work in 'action learning sets' and support each other with their problem solving and learning. A final report is written up by each participant leading to the award of postgraduate-level credits. Examples of ODQ areas include: How can I support a newly appointed Director General to align his team to address their challenges at a time of rapid change? How can I help my client department to improve employee engagement? How can I develop my own capability in working as a business partner and adding value alongside my client? (Ebsco)

27. **Organisational culture: an ideas sourcebook for the Victorian public sector**
State Government of Victoria, State Services Authority, 2013, 48 p.
This publication has been written for organisational leaders in the Victorian Public Sector—specifically, people working in executive and senior management roles. The purpose of the publication is to help the reader become an informed decision maker, commissioner and/or consumer of actions relating to organisational culture. This publication does not talk about one particular type of organisation. Neither does it promote any particular organisational culture model or practice as being 'the best'. Instead, the publication provides information, insights and advice that may be useful for organisational leaders working in any public organisation and thinking about leading any type of organisational culture work. Inevitably, however, certain content will be more (or less) applicable to certain situations. It is important to note that the publication is presented as an 'ideas sourcebook' rather than a step-by step 'how to' guide. It is a collection of ideas designed to stimulate and inform leadership thinking, judgement and decision making in the face of specific situations, opportunities and dilemmas.
https://vpsc.vic.gov.au/wp-content/uploads/2015/03/Organisational-Culture_Web.pdf

28. **Organizational Effectiveness as a Function of Employee Engagement**
Kataria, Aakanksha; Rastogi, Renu; Garg, Pooja
South Asian Journal of Management; 2013, Oct-Dec, Vol. 20, No. 4, pp.56-73
The paper reviews the organizational paradigms of employee engagement in context of its organizational outcomes and aims to unlock the relationship between engagement and perceived organizational effectiveness. The study was designed to generate and test two hypothesized models colligating between engagement and the constituents of organizational effectiveness. The results of structural equation modeling suggest that engagement is significantly associated with perceived organizational effectiveness in that it also entails a positive impact upon the organizational effectiveness. The results encourage organizations to consider the potential significance of employee engagement towards organizational effectiveness and also exemplify the role of HR managers in delineating the psychological fabric of the organization and conditions for high engagement. The paper adds useful insights while articulating that engagement is an expedient phenomenon that drifts organizational effectiveness. (Researchgate)
https://www.researchgate.net/publication/263967638_Organizational_Effectiveness_as_a_Function_of_Employee_Engagement

29. **Organizational transformation through improved employee engagement – "How to use effective methodologies to improve business productivity and expand market share"**
Daneshgari, Perry; Moore, Heather
Strategic HR Review, April 2016, Vol. 15, No. 2, pp.57-64
The purpose of this paper is to help businesses understand that as markets change, the way a company does business also must change to stay competitive in their industry. A company needs to know their share of the market to develop strategies to stay competitive and survive. This case study takes you through a successful company's recognition and transformation involving all aspects of the organization. Cross-functional teams were developed to improve existing processes and develop new ones, as well as educate their people along the way. The case study explains the process taken to help the company make the required changes to stay competitive. The company's transformation happened through the application of Agile Construction®and the implementation of design teams to develop and test new or improved company processes and procedures. Once the improvements proved successful, the new standardized way of doing business was introduced to the rest of the organization. Tools were introduced to enhance the new processes and make them visible to the entire organization. It was found that working together as a team and learning together to create standardized processes improved the company's overall profitability, increased sales and expanded their market share. It takes a lot of dedication and hard work along the way to improve. The process also proved that the team has to work toward the same goals for the transformation to be successful. Changes to practice that must be made is that communication is key among everyone involved in the organization. Also, there is value in understanding that the organization's way of thinking needs to change to a learning organization. (Ebsco)

30. **People matter 2017 NSW Public sector employee survey: main findings report**
NSW Public Service Commission, 2017
The findings show the many strengths of the NSW public sector workforce: Employee engagement across the sector remains steady at 65% (p5) Engagement with work remains strong at 72% (p11) More employees feel that action will be taken on the feedback they provide (p51) Job satisfaction has increased across all clusters (p14) Service to customers was the highest ranked public service value (p31) 85% agree that their workgroup strives to achieve customer/client satisfaction (p32) 78% agree that their workgroup works collaboratively to achieve its objectives (p21) 75% have had informal feedback from their manager (p24) 74% agree that people in their workgroup treat each other with respect (p32) 74% agree that personal background is not a barrier to success (p38) 70% feel that their manager communicates effectively with them (p20) 69% feel that their organisation focuses on improving its work (p21).

The findings also highlight employee concerns that need to be addressed: There has been a downward trend in bullying and other types of unacceptable behaviour over the 2012, 2014 and 2016 surveys (p35) but further work is required in this area. Sector wide and agency level campaigns are ongoing and gaining traction. Views about recruitment practices are generally low, and the level of agreement varies across clusters (p28). Performance management is improving but not yet fully embedded. The majority of comments suggest there are gaps relating to implementation to be addressed (p25). Overall, employees are more positive about their immediate work environment (job, workgroup and direct manager) and less positive about the more distant environment (senior managers and the organisation). Leadership and the perception of senior managers remain a challenge across the sector, a finding that leaders will be working to reverse.

https://www.psc.nsw.gov.au/reports---data/state-of-the-sector/people-matter-employee-survey

31.

32. **Performance management and employee engagement**
Gruman, Jamie A; Saks, Alan M
Human Resource Management Review Volume 21, Issue 2, June 2011, Pages 123-136
Many contemporary organizations are placing a greater emphasis on their performance management systems as a means of generating higher levels of job performance. We suggest that producing performance increments may be best achieved by orienting the performance management system to promote employee engagement. To this end, we describe a new approach to the performance management process that includes employee engagement and the key drivers of employee engagement at each stage. We present a model of engagement management that incorporates the main ideas of the paper and suggests a new perspective for thinking about how to foster and manage employee engagement to achieve high levels of job performance. (Science direct)

https://ac.els-cdn.com/S1053482210000409/1-s2.0-S1053482210000409-main.pdf?_tid=3217cd62-e50d-11e7-b401-00000aab0f27&acdnat=1513723230_658052138befabfde91540b47f3cc616

33. **Rewriting the rules for the digital age – 2017 Deloitte global human capital trends**
Deloitte University Press, 2017, 144 p.
This year's report takes stock of the challenges ahead for business and HR leaders in a dramatically changing digital, economic, demographic, and social landscape. In an age of disruption, business and HR leaders are being pressed to rewrite the rules for how they organize, recruit, develop, manage, and engage the 21st-century workforce. This workforce is changing. It's more digital, more global, diverse, automation-savvy, and social mediaproficient. At the same time, business expectations, needs, and demands are evolving faster than ever before. While some view this as a challenge, we see it as an opportunity. An opportunity to reimagine HR, talent, and organizational practices. An opportunity to create platforms, processes, and tools that will continue to evolve and sustain their value over time. An opportunity to take the lead in what will likely be among the most significant changes to the workforce that we have seen. Hence, our call for new rules for HR in the digital age. The 2017 report began last summer with us reaching out to hundreds of organizations, academics, and practitioners around the world. This year, it includes a survey of more than 10,000 HR and business leaders across 140 countries. The report reveals how leaders are turning to new organizational models that highlight the networked nature of today's world of work; innovation-based HR platforms; learning and career programs driven by social and cognitive technologies; and employee experience strategies that put the workforce at the center. The report closes with a discussion of the future of work amid the changes being driven by advances in automation and an expanded definition of the workforce.

https://www2.deloitte.com/content/dam/Deloitte/global/Documents/About-Deloitte/central-europe/ce-global-human-capital-trends.pdf

34. **Routes to partial success: collaborative employment relations and employee engagement**
Townsend, Keith; Wilkinson, Adrian; Burgess, John

The International Journal of Human Resource Management, 2014, Vol. 25, No. 6, pp. 915-930
The contradictory objectives of consent and control in the employment relationship means that there is no single best way of managing and furthermore, all managerial strategies are 'routes to partial failure' (Hyman 1987, p. 30). This paper examines 'managerial strategies' toward employment relations in three organisations with a focus on the 'success' aspect of Hyman's partial failure notion. The respective management teams of each case study are involved in management strategies to lift the standard of how they engage with employees. While the indeterminacy of labour ensures that managerial strategies will never be complete, we seek to better understand how collaborative approaches to employment relations, for example partnerships, can co-exist, complement, or contradict within organisations with more individualised approaches to managing people, for example, employee engagement. (Researchbank)

35. **Spotlight on Service: Integrating Workforce Management With Employee Engagement to Optimize Customer Satisfaction and Profitability**
Heymann, Mark
Global Business and Organizational Excellence, July 2015, Vol. 34, No. 5, pp.6-12
Labor scheduling, monitoring of productivity management, and customer and stakeholder satisfaction have traditionally been handled in various parts of an operation. Thanks to improved methods and state-of-the-art technology, business owners and operators can now integrate employee time management with customer satisfaction, incorporating a measure of workforce engagement that affects both the hard and soft costs of running a successful service-oriented enterprise. An overview of how cloud-based labor management and time and attendance solutions mesh with feedback solutions to increase performance and drive return on investment underscores the importance of frequent and strategic measurement of customer and employee perceptions. (Ebsco)

36. **Strategic Human resource management – chapter 10**
Daley, Denis M
In Public personnel management (editor Norma M Roccucci)
Updated in a new 5th edition, Public Personnel Management, by Norma M. Riccucci, is a concise and accessible reader containing all original articles addressing the most current issues in public personnel management. Written expressly for the text by leading scholars, all of the articles are either new to this edition or substantially revised. Each article focuses on specific-often controversial-issues in public personal management, such as comparative personnel management, pensions, sexuality, health, succession planning, unions, and the multi-generational workforce.
https://books.google.com.au/books?hl=en&lr=&id=g_YoCgAAQBAJ&oi=fnd&pg=PA120&dq=productivity+g ains+employee+engagement&ots=eQ33tfBy5N&sig=bzEoUoDdc7owE93FrZwuIZ1PuvQ%20- %20v=onepage&q&f=false#v=onepage&q&f=false

37. **Study of the relationship between employee engagement and organisational effectiveness**
Teimouri, Hadi; Chegini, Maryam Goodarzvand; Jenab, Kouroush; Khoury, Sam; LaFevor, Kim
International Journal of Business Excellence, 2016, Vol. 10, No. 1, pp.37-54
The aim this study is to investigate the relationship between employee engagement and organisational effectiveness. Two questionnaires in relation to employee engagement and organisational effectiveness using Parsons model were designed and distributed among 184 experts and managers of Damavand Power Generation Management located in Damavand, Iran. The participants were selected using a stratified sampling method. The finding proves that there is a meaningful relationship between each of the six dimensions of internal marketing, including organisational justice, rewarding, training, employee participation, information sharing, job security and organisational effectiveness. The data analysis shows that performance of employee engagement programs in organisational justice, offering rewards, training, employee involvement,

job security, and information sharing affect absorption and retention of employees and increases of their job satisfaction. Employee engagement influences organisational effectiveness, if the employee is viewed as a key stakeholder and internal customer of the organisation. Knowledge of the methods of achieving organisational effectiveness through employee engagement results in increased productivity and organisational performance. Also, management is confident about the organisation's situation. In addition, managers will reach a state of awareness in the field and be able to apply the principles of the internal marketing in employee engagement, which allows corporate planners to be able to design effective strategies. (Ebsco)

38. **The advantage of using operational budgeting on governmental organization**
Najafi, Manouchehr; Ahmadkhani, Ahmad
Management Science Letters, 2012, Vol. 2, No. 1, pp.101-106
Budgeting plays an important role on increasing efficiency of organizations. It helps determine targets and possible future chaos a head of time. A good budgeting plan can create motivation among workers and managers. There are different budgeting plans such as traditional and operational. In this paper, we analyze the effects of executing budgeting plan on governmental organizations. The proposed study of this paper designs a questionnaire consists of various questions and selects 94 people out of 125 financial managers who work for various governmental organizations in province of Zanjan, Iran. The results indicate that the operational budgeting could help provide better performance measurement of governmental organizations, it helps us provide a more precise cost of products and services, and it helps government allocate the necessary budget proportion to performance measurement. The results of our survey also indicate that operational budgeting redirect costs towards our objectives and make the overall budgeting crystal clear. (AIM)
http://www.growingscience.com/msl/Vol2/msl_2011_77.pdf

39. **The Current Practice of Performance-Based Budgeting in The Largest US Cities: An Innovation Theory Perspective**
Hial-Moghrabi, Imane
Public performance and management review, 2017, Vol. 40, No 4, pp. 652-675
This article provides new insights into our understanding of the adoption and implementation of performance-based budgeting (PBB) in the largest U.S. cities. Addressing PBB from an innovation theory perspective, the article conceives of PBB as an innovative budgetary tool that was initially proposed in the late 1950s as an attempt to rationalize the government's budgetary decision-making process. While interest in PBB waned in the 1970s and 1980s, it gained renewed interest under the New Public Management reforms in the past few decades. Scholars have observed that although performance measures have been widely developed and introduced into budget presentations, budget allocations are still not made on the basis of performance information. The article examines the extent to which this observation holds true for states with performance budgeting laws, assuming that large cities located in states with performance laws, such as Texas, are more likely than others to fully implement PBB by basing their budget allocation decisions on performance information. The article takes Texas as a leading example of such states, and empirically tests this assumption using a mixed-methods approach of survey and content analysis data. (Taylor & Francis)

40. **The Employee Engagement Scale: Initial Evidence for Construct Validity and Implications for Theory and Practice**
Shuck, Brad; Adelson, Jill L; Reio, Thomas G
Human Resource Management, 2017, November, Vol. 56, No. 6, pp.953-977
Interest in the employee engagement construct has gained increasing attention in recent years. Measurement tools focused on nuanced areas of engagement (i.e., job engagement and organizational engagement) have been offered; however, no measure of employee engagement has been advanced despite persistent calls in the research. We present the development,

method, and results of a three-dimensional employee engagement measurement tool developed for use in the human resource and management fields of study. Across four independent studies, the employee engagement scale (EES) was found to consist of three subfactors (cognitive, emotional, and behavioral) and a higher-order factor (employee engagement). Across a series of four studies, we explored the factor structure and reliability of the EES(Study 1), then refined the scale, confirmed the factor structure, and examined reliability and both convergent and nomological validity evidence (Study 2). Next (Study 3), we completed a final reduction in scale items and examined additional evidence of reliability and nomological validity as well as evidence of discriminant validity. Finally (Study 4), we tested for evidence of incremental validity. In the implications for theory and practice section, we discuss the importance of an employee engagement measure aligned alongside an agreed-upon definition and framework. Limitations and future directions for research—such as the need for further psychometric testing and exploring issues of measurement invariance—are discussed. (Ebsco)

41. T**he global human capital report 2017 : preparing people for the future of work**
World Economic Forum
Insight report, 2017
The world is endowed with a vast wealth of human talent. The ingenuity and creativity at our collective disposal provides us with the means not only to address the great challenges of our time but also, critically, to build a future that is more inclusive and human centric. All too often however, human potential is not realized, held back either by inequality or an unrealistic and outdated faith on the part of policymakers that investment in small sub sections of highly skilled labour alone can drive sustainable, inclusive growth. The *Global Human Capital Report 2017* proposes a new benchmark for leaders to build the workforces of the future. The approach it advocates, based on the principle that all people deserve an equal opportunity to develop their talents, provides leaders with the means and the tools to navigate the changes we are already witnessing from the current wave of automation and successfully navigate the transition to the Fourth Industrial Revolution.
http://www3.weforum.org/docs/WEF_Global_Human_Capital_Report_2017.pdf

42. **The Meaning, Antecedents and Outcomes of Employee Engagement: A Narrative Synthesis**
Bailey, Catherine; Madden, Adrian; Alfes, Kerstin; Fletcher, Luke
International Journal of Management Reviews, 2017, January, Vol. 19, No.1, pp.31-53
The claim that high levels of engagement can enhance organizational performance and individual well-being has not previously been tested through a systematic review of the evidence. To bring coherence to the diffuse body of literature on engagement, the authors conducted a systematic synthesis of narrative evidence involving 214 studies focused on the meaning, antecedents and outcomes of engagement. The authors identified six distinct conceptualizations of engagement, with the field dominated by the Utrecht Group's 'work engagement' construct and measure, and by the theorization of engagement within the 'job demands–resources' framework. Five groups of factors served as antecedents to engagement: psychological states; job design; leadership; organizational and team factors; and organizational interventions. Engagement was found to be positively associated with individual morale, task performance, extra-role performance and organizational performance, and the evidence was most robust in relation to task performance. However, there was an over-reliance on quantitative, cross-sectional and self-report studies within the field, which limited claims of causality. To address controversies over the commonly used measures and concepts in the field and gaps in the evidence-base, the authors set out an agenda for future research that integrates emerging critical sociological perspectives on engagement with the psychological perspectives that currently dominate the field. (Ebsco)

43. **Toward a more efficient public sector**
Gibbs, Tony; Levy, Alastair; Sneader, Kevin
McKinsey report, Spring 2011

Many governments around the world face a once in a generation need to significantly reduce their expenditure. Views differ on the speed with which governments respond to the economic crisis, but a number of governments have already announced plans to capture savings that are unprecedented in their countries' recent history. In the United Kingdom, government departments have recently been given savings targets of up to 40 per cent. Government wide efficiency programs are also in place in other countries including Canada, France, Spain and Greece. Even those governments not currently facing major efficiency drives are increasingly considering how to do more with less. To be sure efficiency savings alone are insufficient to solve the deficit challenges but they will undoubtedly play a critical role. This article highlights four actions for government leaders who choose to pursue a far-reaching and sustainable approach to efficiency led transformation. It draws on the experience from governments world-wide that have undertaken efficiency programs. It also draws on lessons from the private sector. Where productivity and associated notions – such as continuous improvement, innovation and scale – have long been part of the management lexicon. (pdf attached)