

Employee Engagement: A Tool for Enhancing Performance Management

Rabeya Akther Shumi^{1*} Sharmin Begum²

1.Department of Human Resource Management, Jatiya Kabi Kazi Nazrul Islam University, Trishal, Mymensingh-2200

2.Department of Public Administration and Governance Studies, Jatiya Kabi Kazi Nazrul Islam University, Trishal, Mymensingh-2200

Abstract

Employee engagement is almost a newly concerned term and practiced by many organizations to generate greater output with maximum work satisfaction. Successful performance management is the antecedent when an organization creates the befitting environment and facilitates with resources to its employees. In our study, we depicted the employee engagement model that affects numerous ways on performance management processes. Traditional view of work holism is farther most different from employee engagement. It's more about behavioral issues than only to physiological attachment, pro human centric than to merely work centrism. Employee engagement is not a miracle it's about the reality if an organization can relate its' all concerning term appropriately. In our study we have tried to connect all the major nucleus of an employee engagement model and showed how they affect on performance management.

Keywords: Performance Management, employee engagement, performance agreement, behavioral aspect, goal achievement, organizational achievement.

1. Introduction

Today's business world evolves more complexity and technological shifting than to any other times in the business history. Nowadays efficiency and effectiveness are more demanding than ever since by managers to grapple with the competitors for winning a race. Performance soars to its peak, but how long it is satisfied with positive outcomes when job involvements are poor, where job-demands are very intensive, pressurized and psychologically and behaviorally challenged. The employee feels burnt-out, stressed and frustrated by the excess demand of work and inadequate supply of work output; disequilibrium state actually degrades the performance in a long run. Performance appraisal not only focuses on task-related job, but also on contextual perspective. Whether performance management aspect has been broaden day by day the options are becoming more limited and biased, so in that specific situation we can drag our attention to employee engagement management with is almost panacea to many every performance related controversy. Employee engagement deals with many behavioral aspects in the work place. Our discussion evokes more behavioral phenomena, job and task related factors affecting the involvement process in the workplace. By the dint of practicing our discussed engagement management model an organization could maximize its performance output at the optimal level. When an employee finds the intrinsic meaning of goal achievement, an employee's self efficacy helps to attain its goal; along with if that person is aided by proper job resources, fitted work design, cognitive contract, directions, training, support; an employee can yield best performance with trust, confident, and devotion with a long term commitment and promise and it's on behalf of an incumbent, synergetic results and organizational achievements with healthy pro-employee state exists nonetheless which is future HR compliance.

2. Objectives and Research Methodology

The paper aims to understand the basic concept of employee engagement and to study the different dimensions of performance management and employee engagement with the help of the review of literature. This paper is based upon review of literature and secondary data collected from various websites, journals, magazines, newspapers and reference books. Literature review has shown prior research work done in this area.

3. Performance Management

Performance management is a strategic and integrated process that delivers sustained success to organizations by improving the performance of the people who work in them and by developing the capabilities of individual contributors and teams. Performance management is strategic in the sense that it is concerned with the broader issues facing a business if that business is to function effectively in its environment, and with the general direction in which the business intends to go to achieve its longer-term goals (Armstrong, 2000). Performance management is a process of designing and executing motivational strategies, interventions and drivers with on objective to transform the raw potential of human resource into performance. The application of performance management is to improve the organization members' performance by developing the capability of the team and its members through a strategic and integrated system which can encourage organizations to operate successfully

(Lin and Lee, 2011:85). According to Fletcher (2001), who gave a completed and comprehensive performance management definition which is an approach to creating a shared vision of the purpose and aims of the organization, helping each individual employee understand and recognize their part in contributing to them, and in so doing manage and enhance the performance of both the individual and the organization. Similarly, performance management is a management process for ensuring employees is focusing on their work efforts in ways that contribute to achieving the organization's mission. It consists of three phases like as setting expectations for employee performance, maintaining a dialogue between supervisor and employee to keep performance on track, and measuring actual performance relative to performance expectations. Bacal (1999) defines performance management as an ongoing communication process, undertaken in partnership, between an employee and his or her immediate supervisor that involves establishing clear expectations and understanding about: the essential job functions of employee are expected to do; how the employee's job contributes to the goals of the organization; what doing the work well means in concrete terms; how employee and supervisor will work together to sustain, improve, or build on existing employee performance; how performance management will be measured, and identifying barriers to performance and removing them. Macky and Johnson (2000) suggested that a typical performance management system would include: the organization communicates its mission/strategies to its employees; the setting of individual performance targets to meet the employees' individual team and ultimately the organization's mission/strategies; the regular appraisal of these individuals against the agreed set targets; use of the results for identification of development and/or for administrative decisions; and the continual review of the performance management system to ensure it continues to contribute to the organizational performance, ideally through consultation with employees.

3.1 The Stages of Performance Management System

According to Schneider, Beatty and Baird (1987), a performance management system is classified into a development, planning, managing, reviewing and rewarding phase. From the figure and according to Schneider, Beatty and Baird (1987), the performance management system consists of three phases: developing and planning performance is the phase 1 which includes outlining development plans, setting objectives and getting commitment activities; managing and reviewing performance is the phase 2 which includes assessing against objectives, seeking feedback, coaching and document reviews activities; rewarding performance is the last phase which has personal development, results of performance and link to pay activities. Thus, through the different stages of performance management employees got engaged with organization and their engagement helps them to perform better. Clear and detailed employee engagements play a crucial role in helping organizations to perform in accordance with their business plan and achieve their strategic goals.

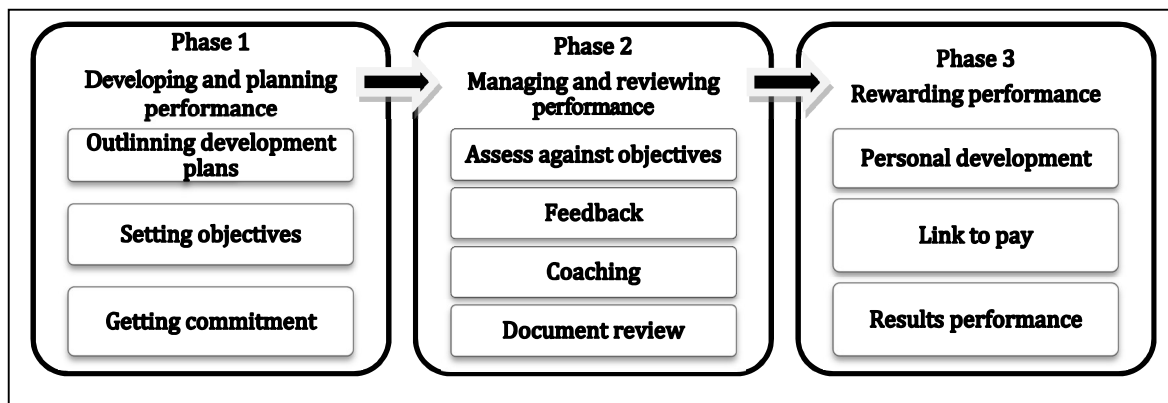


Figure 1: Performance management stages
 Source: Adapted from Schneider, Beatty and Baird, (1987)

4. Employee Engagement

Employee engagement has received a great deal of attention in a last couple of years. Indeed it's an essential contemporary issue in organizational behavioral practice. Organization can achieve competitive advantages by engaging its human resource at the best possible ways. Engagement in work delineated with mentally and physically involvement in work in positive way by commanding affective motivational state characterized as vigor, dedication and absorption. When an employee becomes completely engaged in work for achieving work objectives and goals, it may seem that employee engagement does it best by resulting ultimate employee satisfaction. Shuck and Wollard (2010) defined the term employee engagement as "an individual employee's cognitive, emotional, and behavioral state directed toward desired organizational outcomes". Susi & Jawaharrani

(2011) examined some of the literature on employee engagement, explore work-place culture and work-life balance policies and practices followed in industries in order to promote employee engagement in their organizations to increase their employees' productivity and retain them. Indeed work-life balance is key driver of employees' satisfaction. In addition, empirical evidence suggests that the presence of high levels of employee engagement is also thought to enhance job performance, task performance, and organizational citizenship behaviors, productivity, discretionary effort, affective commitment, continuance commitment, levels of psychological climate, and customer service (Christian et al., 2011; Fleming & Asplund, 2007; Rich, LePine, & Crawford, 2010; Richman, 2006). Kahn (1990) suggested that engagement involves "the harnessing of organizational members' selves to their work roles; in engagement people employ and express themselves physically, cognitively, and emotionally during role performances". Employee engagement depicts the psychological presence while performing a job or task (Kahn, 1990). When people are psychologically present they feel and are attentive, connected, integrated, and focused in their role performances (Kahn, 1992). Most often employee engagement has been defined as emotional and intellectual commitment to the organization (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al 2004).

Additionally, research on employee engagement has been criticized for treating engagement almost exclusively as a static trait (Dalal, Brummel, Wee, & Thomas, 2008). This is a valid point given that Kahn (1990) discussed engagement as a state-like phenomenon in which people adjust their selves-in-role in response to the ebbs and flows of daily work. Furthermore engagement needs to be viewed as a broad organizational strategy that involves all levels of the organization (Frank et al 2004), a string of actions and steps (Shaw 2005), which require the contribution and involvement of organizational members (Robinson et al 2004), as well as consistent, continuous and clear communications (Truss et al 2006).

5. Integrating Performance Management and Employee Engagement

As the main thrust of this study is to identify how employee engagement enhances organizational performance management, this segment focuses how employee engagement impacts on organizational performance in the light of various researches. A positive relationship has found in studies between employee engagement and organizational performance outcomes (employee retention, productivity, profitability, customer loyalty and safety). Integrating proper employee engagement is not a matter of overnight plan, to assimilate in proper way; an organization must have to create the air in the working space. Job autonomy, social support and coaching, performance feedback, opportunities to learn and development, task design and variety, responsibility, leadership practice, fitted values, organizational justice are some important elements that crate the environment of employee engagement. Through proper integration between performance management and employee engagement results in low levels anxiety, depression and burnout, perceive excellent physical health and positive emotions which are the sign of improved performance. Engaged employees are proactive and initiative, and set higher goals simultaneously they are motivated and accept work as fun. Their pro-social behavior encourages other to work enthusiastically because engaged worker are friendly and cooperative (Schaufeli, 2011). In the context of organizational development there are several models related to performance management and engagement of employees. This study depicted the Gruman and Saks (2011:128) proposed engagement management model (figure: 2) for deploying how employee engagement works as a tool for improving performance management within an organization.

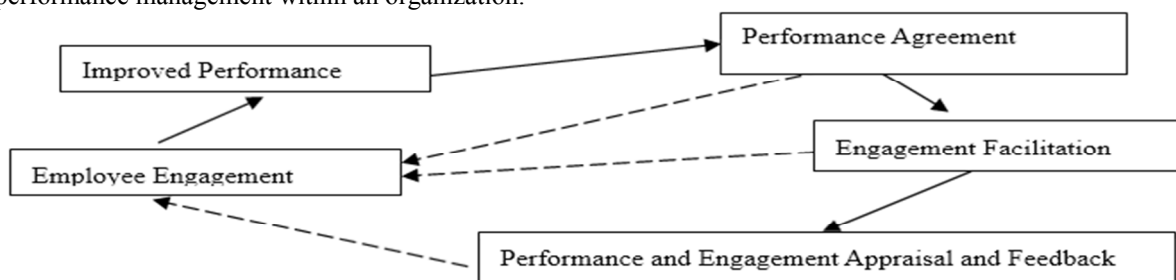


Figure 2: Engagement management model

Source: Adapted from Gruman and Saks (2011:128)

Note: Arrows around the circumference of the model represent the engagement management process. Dotted lines represent the drivers of employee engagement.

A key part of the adopted model is that the performance management practices that lead to Kahn's (1990) three psychological conditions that produce engagement can be organized according to the job demands–resources (JD-R) model. Gruman and Saks (2011) suggested that performance management processes should provide resources to employees that lead to Kahn's (1990) three psychological conditions that are associated with higher levels of engagement. Buchner (2007) notes that the motivational underpinnings of performance

management models and processes are rarely made explicit. This study also drawn attention on the JD-R model to explain that performance management builds on an explicit motivational process that is related, conceptually and empirically, to employee engagement and performance. As Gruman and Saks (2011) mentioned that the above model depicts a sequence of steps, it is important to note that the process is ongoing and continuous and as shown in the above figure, performance agreement and engagement facilitation feed into employee engagement. Furthermore, engagement facilitation activities might change throughout the process depending on the needs of employees and based on appraisal and feedback. This study has taken an attempt to discuss the major elements of the model of the engagement management process and outline key aspects of each stage that can satisfy Kahn's (1990) three psychological conditions that promote employee engagement and subsequently enhance job performance.

At this stage an attempt has been taken to examine how employee engagement works as an instrument for enhancing the performance management process with reference to available relevant literatures.

6. Performance Agreement

This is the inaugural stage of engagement management process concerns performance agreement. Goal setting and psychological contract are important elements of performance agreement to integrate performance management and employee engagement.

6.1 Goal Setting

Goal setting is a lever that helps foster employee engagement in number of ways; making employees job more challenging, proving greater meaning to the work, energizing employee to perform better (Mone & London, 2010). Organizational strategic planning accommodates the issues of performance management by focusing on achievable goals and objectives. If goals and organization's strategic planning are aligned together properly, the accomplishment of individual's goal and organizational goal assure more certainty than ever. In association of that goal must be transparent and communicable with organizational members otherwise when there is no direction what to achieve, might lead ambiguity and nucleus-less, wanting of interest in work engagement. As goals are seen as a stimulation of focus, energy, self-direction, enthusiasm and engagement in work, goals can stimulate positive employee movement toward the performance. The right format of performance goals is that which allows coordinating work, improving productivity and effectiveness, and reducing misunderstanding about what is expected (Bacal & Max, 2011). Goal setting, defining and establishing goals are the first steps in the overall performance management process. Goals must have purpose, direction, alignment, and motivation. Goal setting can be done using a choice of acronyms, SMART, MMM or RAW. SMART defines that goal would be specific, measurable, achievable, realistic and, time-bounded. If anyone set the goal according MMM, it explains that goals are also be measurable, manageable and motivational. When someone choose RAW, it expresses that goal must be realistic, achievable and worthwhile (Brockbank & Mcgill, 2012). Though the acronyms express the various ways but the deep meaning of goal setting strategies are almost identical. Goals should be matched with employees needs, desires, interest and values.

Goals must be consistent with career and self-realized. Imposed goal fails to achieve the actual performance though a person perform a task but it never meant to be engaged in work. According to goal setting theory, there is a link that goal difficulty would be directly and positively related to performance (Redmond, 2016). If goals are initiated with self concordance and psychologically meaningfulness with proper resources, engagement in work would be possible instantly.

6.2 Psychological Contracts

Psychological contract is a cognitive and intangible term that creates reciprocity between employee and employer by the expectation; as a result expectation leads the behavior that makes progress in work engagement. The type of psychological contract and personal deal in an organization conveys fundamental message about the amount of engagement that people are expected to display (Wellin, 2007). Psychological contract has an impact on job satisfaction, organizational commitment, intention to quit, and organizational citizenship behavior, as employee engagement does (Aggarwal, Datta, & Bhargava, 2007). Smithson and Lewis (2003) view the psychological contract as the extension of the philosophical concept, which is social contract theory. According to Conservation of Resource Theory (Hobfoll, 1989) and Social Exchange Theory (Blau, 1964), people who perform well at work will have higher expectations of their organization (Bakker & Bal, 2010; De Vos, Buyens, & Schalk, 2003). More specifically, engaged and attached employees negotiate a better psychological contract with their organization, through their increased contributions to the organization (Bal, Cooman, & Mol, 2013).

While we are examining psychological contract, we are also notice the psychological states of a people which determines the internal work motivation by influencing it. The psychological condition is transient, when certain particular conditions are met, people gets themselves engaged in certain point of time and shows task behavior. Kahn depicts that there are three psychological conditions which infers the personal engagement and

disengagement process. These three conditions are meaningfulness, safety and availability which are essential for the employee engagement arena. If psychological contract is breached employee would not work anymore at the same direction as a result the appearance of employee disengagement would exist with negative consequences such as turnover, employee dissatisfaction, soldering etc.

7. Engagement Facilitation

To becoming an active engaged person proper supply of resources are necessary to equip employees in workplace. When an employee gets proper facilitation and work support that person becomes more confident about task and contextual performance which makes a person more involved and engaged in work. Proper job design, mentoring, coaching and social support, leadership practice, and training are main activities of engagement facilitation to boost the performance management.

7.1 Job Design

To be an effective and efficient in performance activities, job design is most significant for an organization and for its incumbents while performing a task. Job design or work design is related to psychological well-being and employee engagement. Employee engagement is the combinations of vigor, dedication, and absorption, which are multidimensional motivational construct (Shantz, Alfes, Truss, & Soane, 2013). By the dint of scientific management, job specialization contains job rotation, job enlargement and enrichment. Through job rotation, people acquire new skill whereas job enlargement gives the opportunity to perform several tasks to reduce monotony, job enrichment produces positive outcomes such as reduced turnover, and moreover it allows people to be more responsive at their own task.

There are five distinctive job design models, these are; sociotechnical theory, two-factor theory, job characteristic model, demand-control model, and job demands-resource theory (Truss, Delbridge, Alfes, Shantz, & Soane, 2014). Eric Trist (1951) demonstrating the interdependencies between people, technology, and the work environment conceptualized a Sociotechnical system (STS). Herzberg (1966) introduced two-factor theory, where motivator and hygiene factors were two basic components of motivation and satisfaction that focused on the design of individual jobs. Another very influential model is Job Characteristics Model (JCM) initiated by Hackman and Oldham (1976). It consists of five core job dimensions.

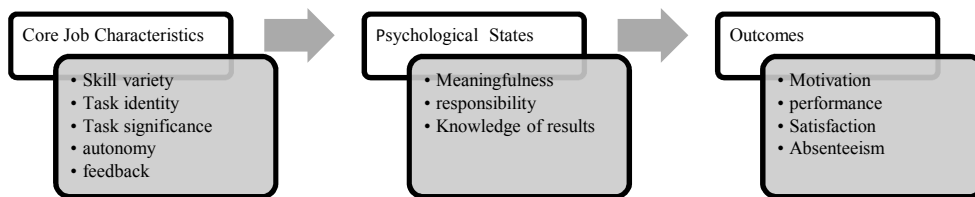


Figure 3: The Job Characteristics Model

Source: Adapted from Hackman, J. R., & Oldham, G. R. (1975)¹

Another contemporary approach to employee motivation through job design is empowerment that elongates the concept of autonomy at work. Autonomy gives a person freedom in thinking, decision making at their work. This empowerment has two dimensions, one is structural empowerment and another is felt empowerment. There is strong relationship between structural empowerment (figure 4) and felt empowerment (Bauer & Erdogan, 2012).

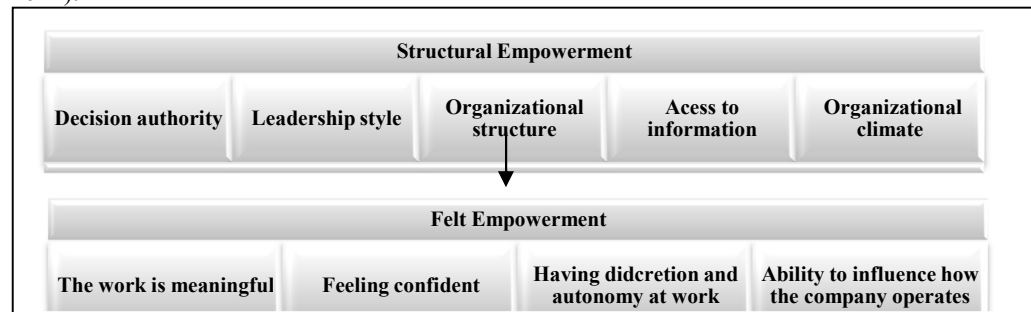


Figure 4: Relationship between structural empowerment and felt empowerment

Every employee works to achieve success by accomplishing his or her goal. When organization deliberately implements the proper design of job, employees are engaged at work because they got the hidden message of their engagement by creating comforting work-zone, which is motivational and achievable.

¹Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. *Journal of Applied Psychology*, 60, 159–170.

7.2 Mentoring, Coaching and Social Support

Performance management is ongoing process, and to continue this process proper employee engagement is essential and it can stimulate the organizational success as well as employee's career. Boosting the engagement program, coaching never should be departed from ongoing process and never be limited by the time period. Becoming fully engaged in work everyone needs emotional support and advice for overcoming any kinds of difficulties to perform a task. Mentoring or coaching has one clear purpose, the learning and development of an individual, client and potentially for the organization in which they work. When mentoring and coaching are seen as reflective learning opportunities for change, it is possible to be clear about the terms we use to describe the change. Briefly the name of the activity less important than its purpose and what is actually happening, as its will influence the kind of learning outcome (Brockbank & McGill, 2012). The participants of coaching program associates with high goal attainment, resilience, and low in depression, anxiety and stress, along with attain the workplace wellbeing (Berridge, From Coach to Positive Psychology Coach, 2011). Social support from different levels also plays a vital role in engagement process. Social support from supervisor, co-worker, and subordinates can bring the psychological safety at work; the meaningful insight of social support is immense when it meets the minimum category of job demands (physical and psychological effort) and job resources (physical, social, or organizational aspects of the job) (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007).

7.3 Leadership

Leaders can play very important role in creating favorable environment where employee can get engaged wholeheartedly. Leadership and relationship play a key role in organizational success. Recent research on the association between employee satisfaction and job performance suggests that the single most important contributor to the feelings of employee engagement, empowerment and satisfaction in based on the relationship they have with the leaders of the organization. Proper leadership stimulates the employee engagement process and results better performance management system. Leadership and followership is natural flow and embedded relation in social fabric. Leaders who focus on task behavior and inspire to promote task behavior are successful in employee engagement (Schaufeli & Salanova, 2008). Leaders exert highest motivational factors to performance, and through exertion motivation and commitment have been found interrelated. According to Gagne (2014) when commitment is high a person can be engaged and, motivated through affective commitment, and affective commitment has strong correlations with job performance, organizational citizenship behavior and attendance. Employees follow and support leaders who are approachable and relatable, those who will roll up their sleeves and fight the battles with them. Through psychological empowerment, freedom in work, providing resources and different creative process of engagement can establish true sense of employee engagement which works as catalyst factors in performance management.

7.4 Training

Being fully engaged in work one must have to enough confident, knowledge, skill and ability to perform a specific task. Engagement training program builds self-efficacy through different types of learning sessions which ultimately boost the immunity to perform better. Rigorous training program with the facilities of proper resources also can reduce anxiety, frustration in work place. Training programs can also be an important resource for preparing employees to cope with job demands. As describe by Khan (1990), individuals are more ready and available to engage in their roles when they can cope with various demands and when they have the ability to engage in coping strategies (Gruman & Saks, 2011). Psychologically available employee can concentrate better, perform task and contextual work properly, and feel less disturbed in case of any kinds of negative micro intervention in workplace. Offering good training is among the best ways to ensure employee productivity and dedication. Employees who enhance their skills through training are more likely to engage fully in their work because they derive satisfaction as they master new task and increase future employability.

8. Performance and Engagement Appraisal and Feedback

The appraisal process includes an assessment of an employee's engagement behavior such as persistence, proactivity, role expansion and adaptability. During enhancing engagement of employees, the perceptions of trust and justice are essential to focus on (Nair and Salleh, 2015: 1157).

8.1 Justice during Performance Appraisal

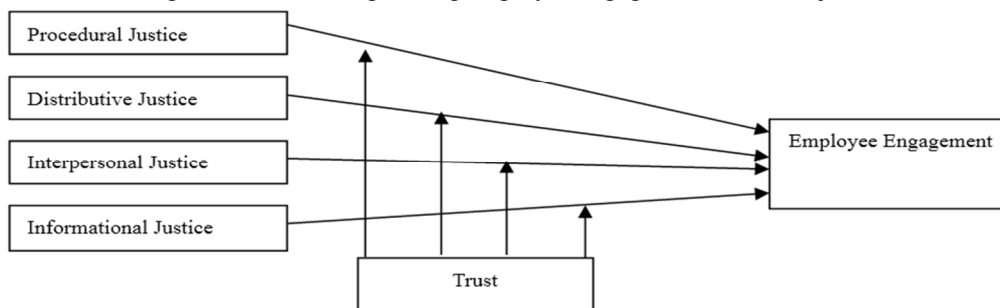
In the performance appraisal context four forms of justice perceptions can be investigated namely procedural, distributive, interpersonal and informational. Distributive justice is defined as the perceptions of outcomes where as procedural justice is defined as the fairness of the procedures used to decide outcomes. Interpersonal justice is defined as the fairness of interpersonal interaction during the performance appraisal session which requires communication and conduct between raters and ratees. Informational justice the most recent addition to justice literature is defined as the fairness of descriptions and information's during the performance appraisal session

and focuses on explanations provided to people that convey information about why procedures were used in a certain way or why outcomes were distributed in a certain fashion (Nair and Salleh, 2015). So perceptions of justice in performance appraisal can lead to employees' satisfaction and their engagement with psychological safety, sense of self worth, group standing (Gupta and Kumar 2013).

8.2 Trust and Employee Engagement

Trust is professed as a substitute for hierarchical control in organizations. Initiating, increasing and maintaining trust is particularly important to managerial effectiveness and organizational performance as trust promotes voluntary cooperation which is essential since working environments have transformed immensely over the years (Atkinson and Butcher (2003). Trust lubricates many organizational processes such as high levels of cooperation with leader and performance, acceptance of decisions and influence, extra role behaviors, organizational and team commitment, job and team satisfaction, organizational citizenship behavior, loyalty, less nervous or fidgety, low intention to leave and believe of information. If the relationship between a manager and subordinate lacks trust, they are unlikely to have productive performance conversations that generate positive results (Pulakos, Mueller-Hanson, and O'Leary, 2008). Engagement of employees cannot exist without trust as trust and fairness are the foundations for employees to feel and act engaged (Macey, Schneider, Barbera and Young, 2009). Trust has a central role in the engagement of employee process as they trust their investment of time, energy, and personal resources will be rewarded (Macey and Schneider, 2008).

Figure 5: Relationship among employee engagement, trust and justice



Source: Adapted from Nair and Salleh (2015)

9. Engagement Appraisal and Feedback

It is widely known that introducing a performance appraisal system has lots of potential benefits if used correctly; including staff retention, productivity, and companywide alignment so everyone is focused on the same goals. However, introducing a performance appraisal system will not automatically bring the employee engagement or productivity benefits. Employee engagement is acknowledged as one of the crucial factors leading to the success of organizations in sustaining competitive advantage (Nair and Salleh 2015). Gruman and Saks (2011) stated that in the same way that standard performance appraisals provide the opportunity for managers and employees to assess the degree to which performance goals have been achieved, engagement appraisals provide the additional opportunity to assess the extent to which employees have demonstrated behavioral engagement, and both parties have been conforming to the Employee Development Agreement. Schaufeli and Salanova (2008) note that it is necessary to monitor the EDA periodically and potentially readjust goals and resources. Employees' behaviors like role expansion, proactivity, persistence, and adaptability can be exhibited if managers discuss the necessity of engagement behaviors and conduct performance appraisal with amalgamation of engagement appraisal. Thus the engagement process enhances the performance management process in organizations.

9.1 Feedback

The performance feedback process is ongoing between managers and employees. The exchange of information involves both performance expected and performance exhibited and constructive feedback can praise good performance or correct poor performance and should always be tied to the performance standards. For feedback to have a positive outcome, it should be specific rather than general. Managers need to be aware of the effects of their feedback and follow up on the situation to see what changes have been made by the employees. Positive feedback promotes engagement by affecting the socio-emotional climate in organizations (Schaufeli and Salanova, 2007).

10. Performance Improvement through Employee Engagement

Engaged employee consistently demonstrates three general behaviors such as advocacy for the organization to co-workers, an intense desire to be a member of the organization despite opportunities to work elsewhere, effort

and initiative to contribute to the success of the business which improve organizational performance (Markos and Sridevi, 2010). Organizations that systematically engage employees in eliminating waste, increasing efficiency and reducing costs are more competitive and able to reap immediate financial and operational benefits. The adopted figure (figure 1) shows that employee engagement is expected to have a direct effect on improved job performance. This is consistent with Kahn's (1992) model of psychological presence and Macey et al.'s (2009) model of the employee engagement value chain (Gruman and Saks, 2011). Leiter and Bakker (2010) portrayed that employee engagement has been linked to job performance. They also said that work engagement has far-reaching implications for employees' performance. The energy and focus inherent in work engagement allow employees to bring their full potential to the job. This energetic focus enhances the quality of their core work responsibilities. They have the capacity and the motivation to concentrate exclusively on the tasks at hand. Based on a review of a number of theories, Demerouti and Cropanzano (2010) concluded that engagement can lead to enhanced performance as a result of a number of mechanisms. Their conclusions are supported by a growing number of studies demonstrating a positive relationship between engagement and individual performance (e.g., Xanthopoulou et al., 2008) and a recent analysis which found that engagement is significantly related to a number of consequences including commitment, health, turnover intentions, and performance (Halbesleben, 2010). Research on burnout which is considered by some to be the opposite of engagement, has also found that it is related to lower productivity and performance (Maslach et al., 2001). Employee engagement is the ultimate platform for the organization to execute better performance by facilitating employees in various ways. Thus, the linkage between engagement and performance is consistent with engagement models, theory, and research (Gruman and Saks 2011).

11. Conclusion

Organization should focus on techniques like as identifying, encouraging, measuring, evaluating, improving and rewarding for stimulating employees' performance at work-place and these will work effectively when employees are attached psychologically and physically. This incessant attachment known as employee engagement which accelerates the performance management by achieving short and long term goal of organization. If organization administers employee engagement by befitting manner then it will add value to human resource practices along with organization and its pertinent bodies will be beneficiary by its fruitful result. The employee engagement process is very much related to behavioral aspects that flourish the cognitive site of an employee which advances organizational development in broader sense and gain the competitive advantages and establish the benchmark to the society.

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