HUMAN RESOURCES MANAGEMENT PRACTICES AND EMPLOYEE ENGAGEMENT: KNOWN AND UNKNOWN ASPECTS IN THE LITERATURE

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Human Resources Management Practices, Employee Engagement, Systematic Review

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Abstract

The relationship between Human Resources Management Practices (HRMP) and employee engagement has gained significant attention form scholars. Despite the importance of HRMP and its influence on employee engagement in the industry, little research has been done in terms of cultivating a systematic literature review in the subject area. Therefore, this paper aims to present a systematic literature review of articles based on forty highly ranked journals during the period of 1990 to 2017. The paper investigates the historical developments of Human Resources Management (HRM), HRMP, and employee engagement in order to present the conceptual evolvement and elaboration of the relationship between HRMP, and employee engagement. The literature highlighted that properly implementing HRMP influences employee engagement, and how this relationship positively affects the overall performance. In this term, a proposed framework is presented. Finally, the research limitations and avenues for future researchers are provided.

Keywords

Human Resources Management Practices, Employee Engagement, Systematic Review

1. INTRODUCTION

The relationship between HRMP and its impact on employee engagement has been deeply studied on a world-wide scale. These studies and research attempts aim to develop a conceptual framework that elaborates on the relationship between HRMP and employee engagement. By elaborating on this relationship, an understanding of its impact on organizational persistence, growth, and remarkableness emerges (Alfes, Shantz, Truss & Soane, 2013). However, some authors and researchers argue that HRMP are considered to be a core element of organizational success, and in turn improves employee performance (Alfes et al., 2013).

The concept of "Employee Engagement" was first coined by Khan (1990); however, at that time it was formally known as the "Management Theory Concept". This concept was initially defined as the agreement of doing something for employees, to which it was later known as "engagement". The procedure of employing workers by effectively using HRM is what engagement is considered to be. Besides, HRM provides conditions that essentially encourage employees to increase their level of productivity and commitment. Moreover, an employee's contribution towards the organization becomes more significant when they are given greater individual responsibilities to work on, in which by default they feel more readily involved in the decision-making process and in turn increases their level of commitment toward the organization.

Furthermore, there is a positive correlation between employees' work engagement, especially in labor-intensive organizations and HRMP (Bailey, Madden, Alfes & Fletcher, 2017). Therefore, employees' commitment and motivation are considered to be a form of work engagement, based on indicators measurements by the HRMP (Xu & Thomas, 2011). It is important to note that some scholars emphasize a rewards system, empowerment, and training (Avery, McKay & Wilson, 2007), while others accentuate that HRMP, such as autonomy and training, promote employees' engagement (Sivapragasam & Raya, 2017).

The availability of flexible HRMP also influences employee engagement and job performance. Moreover, these practices aim to enhance employees' strategic engagement, creativity, and innovational behavior (Easa & Orr, 2020). Therefore, it can be concluded that HRMP aim to encompass training and development, financial and non-financial recognition, peripheral benefits, and supervisor-subordinate relationship (Taghipour & Dezful, 2013). The metrics of strategic HRM elaborate on the interlinked relationship between attitudinal outcomes of the employee and the criteria of employee performance such as profitability, quality, or customer service (Jani & Balyan, 2016).

In addition, Rich, Lepine, and Crawford (2010) argue that the work environment can potentially affect the level of employee engagement towards the organization or the job itself. Furthermore, this was supported by several studies claiming that an increase in employee performance has been conveyed in different developed industrial countries, unlike in developing countries such as Bangladesh, Azerbaijan, and Afghanistan, where few studies in this context were conducted.

The current paper conducts, first, a review of the historical developments of HRM, HRMP, and employee engagement to present the conceptual evolvement and elaboration of the relationship between the three aforementioned concepts. Second, the paper delves deeper into the process and methodology used in selecting reviewed articles. Third, it examines the findings by going through a historical review of HRMP and employee engagement. Forth, we present a discussion of the impact of HRMP on employee engagement. The limitations, recommendations, and the conclusion of this paper are presented at the end.

2. METHODS

In the process of studying HRMP and its impact on employee engagement, the relevant articles should be considered to form the core of the study. On that basis, there will be a construction of a literature review, critical analysis, and assumptions for further studies and reviews. The most optimal method for selecting which articles to use from this diverse field is by utilizing a method known as "integrative literature review". This revolves around providing a synthesis of knowledge from various previous studies. Using this method, we will be able to signify how scholars have studied this emerging topic in various academic fields.

2.1 Selection of Articles

Perhaps the most optimal method to select articles which are considered to be significant enough for this study is to search within journals which are considered to be both highly ranked and reputable. This is done in order to make sure that they are accurate, useful, and credible sources of information. The selection of these articles was done by using well known academic databases in Business & Management area, such as Elsevier, EBSCO, JSTOR, Science Direct, Emerald, Sage publications, and Wiley. Therefore, by using these search engines, the research mainly focused on highly ranked, credible, and reputable journals. It is important to note that the selection criteria includes articles that are written in the English language and written from 1990 to 2017.

2.2 Organization and Analysis

The total number of abstracts reviewed by the researcher was one 175. Out of the 175 abstracts, the researcher omitted either those that were duplicated or totally unrelated. Then, after omitting 15 duplicated and 20 unrelated abstracts, the remaining 140 articles are kept to be reviewed. By reviewing all of these 140 articles, only 40 articles are considered for further analysis (see Table 1). Two main factors are used for Shortlisted articles. The first-factor depended on choosing articles written by well-known authors in this area. As for the second factor, it depended on choosing abstracts that mentioned research specific to "Employee Engagement" & "Human Resources Management Practices".

Table 1: List and Distribution of Reviewed Articles from Selected Database

Source of Articles/Papers	No. of Selected Papers
Journal of Human Resources Management	6
Harvard Business Review	3
Journal of Applied Psychology	2
Journal of Management Review	2
Journal of Personnel Review	2
Journal of Social and Behavioral Sciences	2
Academy of Management Journal	2
Journal of Industrial and Organizational Psychology	2
Organizational Development Journal	2
American Society for Training and Development	1
Gallup Management Journal	1
Journal of Business Management and Social Science Research	1
Journal of Organizational Effectiveness	1
Kogan Pages	1
Journal of A Review of the Research and Business Literature	1
Journal of Current Direction in Psychological Science	1
Journal of Annual Review of Psychology	1
Journal of Managerial Psychology	1
Journal of Management Development	1
Journal of Happiness Studies	1
Journal of Innovative Research and Studies	1
Journal of SHRM	1
Journal of Human Relations	1
Journal of Career Development	1
Academy of Management Executive	1
Journal of Human Resource Development	1
Total	**40**

In this paper, we selected articles from 1990 to 2017. Table 2 bellow classifies the reviewed studies by years.

Table 2: Time line and Distribution of Reviewed Articles from Selected Databases

Time Line of Selected Articles/Papers	No. of Selected Articles/Papers
1990-1999	13
2000-2010	11
2010-2017	16

3. FINDINGS

3.1 Historical Review of Human Resources Management

Terminology in regards to HRM has evolved various times throughout history and this was due to the developments in regards to socio-economic activities. The first terminological form of HRM appeared in 1900 and was referred to as "Industrial Welfare", before then there was no terminological form which referred to HRM since businesses were mainly handled by their owners (Porter, 1990). Later on, in the 1920s, workers associated with what was known as the "Welfare Association", this was then changed later on to be recognized as the "Chartered Institute of Personnel and Development". In the 1940s-terminology related to personal administration emerged due to the progression of procedures related to human resources (Porter, 1990). After that period and precisely in the 1960s civic rights existed in terms of work agreements between the business owner and the workers, this was recognized as "Recruits/Workforce". The elaboration and development process developed into what was known as the as Human Resources Society by the 1980's (Armstrong, 2000) and this was a result of the significant changes in human affairs, economic activities, and knowledge services. By the year 2000, there weren't any theoretical changes in the concept of HRM, but the changes were more technical and empirical. These changes elaborated on what is known on "human capital" which affects productivity, organizational effectiveness, and profitability (Francis & Keegan, 2006). Table 3 illustrates and summarizes the changes in HRM concept.

Table 3: Elaboration of the Changes of HRM Terminology by Time line

Time line	Business Authenticities	Changes of HRM Terminology	Disputes
Before-1900s	Small Business & Associations	Didn't Exist at That Time	Business owners handled human resources matters
1900s	Industrial Welfare	Relation with Workforce	Assign individuals who well-match with business activities
1920s	WWI & Civic Services	Industrial Affairs	Workforce right formalization
1940s	WWII & Scientific Management	Personnel Administration	Human Resources processes highly evolved and more efficient
1960s	The Existence of Civic Rights & Acquiescence	Recruits/Workforce	Existence of Legal Work Agreement between workers and business owners.
1980s	Elaboration of Human Affairs, Economic and Knowledge Services, and Mergers & Acquisitions	Human Resources Society	World witnessed fast and significant changes that encouraged relevance of motivation and human resources.
2000s	Contemporary Administrative Organizations	Human Capital, Capabilities, and Productivity/Organizational Effectiveness and Profitability	No new theoretical forms, but more technical transforming of human and organizational operations. New technical forms such as outsourcing started to elaborate.

3.2 Historical Review of The Human Resources Management Practices

In order to construct a comprehensive human resources management system, organizations need to develop and adequately practice effective HRMP. These practices denote to the act of producing and utilizing a pool of human resources talent to fulfill organizational goals (Schuler & MacMillan, 1984; Schuler & Jackson 1987; Wright & Snell 1991; Chandler & McEvoy 2000). To properly illustrate a historical review of HRMP researchers used these articles in Table 4 as reference articles. Table 4 lists the selected articles for HRMP historical review by name, title, journal rank, according to one of the most common Journal academic ranking for business & Management; namely Academic Journal Guide (AJG-2018), and number of citations for each article.

Table 4: List of Selected Articles for HRMP Historical Review

Author(s) & year of publish	Journal's Name	Article's Title	Journal Rank (AJG-2018)	No. of Citations
Porter (1990)	The Free Press Journal- New York	The Competitive Advantage of Nations	3	4098
Boselie, Dietz, & Boon (2005)	Journal of Human Resources Management	Communalities and Contradictions in HRM and Performance Research	3	1626
Budhwar (2000)	Journal Personnel Review	An Integrative Framework for Understanding Cross National Human Resource Management Practices	3	338
Francis & Keegan (2006)	Journal of Human Resources Management	The Changing Face of HRM: in Search of Balance	3	254
McConville (2006)	Journal of Personnel Review	Devolved HRM Responsibilities, Middle Managers, and Role Dissonance	2	139
Armstrong (2000)	Kogan page	Evolving Terms of Human Resource Management and development of performance	2	99

From the selected articles, we found that there is not a unified approach in regards to HRMP (Armstrong, 2000). Yet, there are certain practices that are universally recognized (Boselie, Dietz, & Boon 2005; Francis & Keegan, 2006). Previously, HRMP were recognized as 16 practices (Budhwar, 2000), later on they were reduced to only 7 practices: job security, specific hiring, self-administered teams/team working, high compensation dependent on organizational performance, wide-range training, reduced status difference, and information sharing (McConville, 2006). Moreover, it has been concluded that increasing the productivity and profitability of the organization mainly depends on having highly motivated and engaged employees. It is important to note that having engaged employees depends on the proper usage HRMP (Porter, 1990; Armstrong, 2000; Budhwar, 2000; Francis & Keegan, 2006).

Moreover, organizations that aim to reach their targets effectively and efficiently, hire line managers that must focus on staff management through intensively training them. In addition to developing their skills, these actions directly relate to human resources management actions. It is important to note idiosyncratic factors of success for any organization is considered to be the workforce; therefore, organizations should properly and adequately work on selecting, hiring, training, and developing workforce capabilities and skills. In addition to this, developing skills of the public-sector workforce is one of the major challenges (Teri et al., 2006). The diagram demonstrated in Figure 2 illustrates ingenuity of HRMP, and how an allocation of certain practices leads to changes in the final outcomes of employee productivity and as a result affects organizational performance.
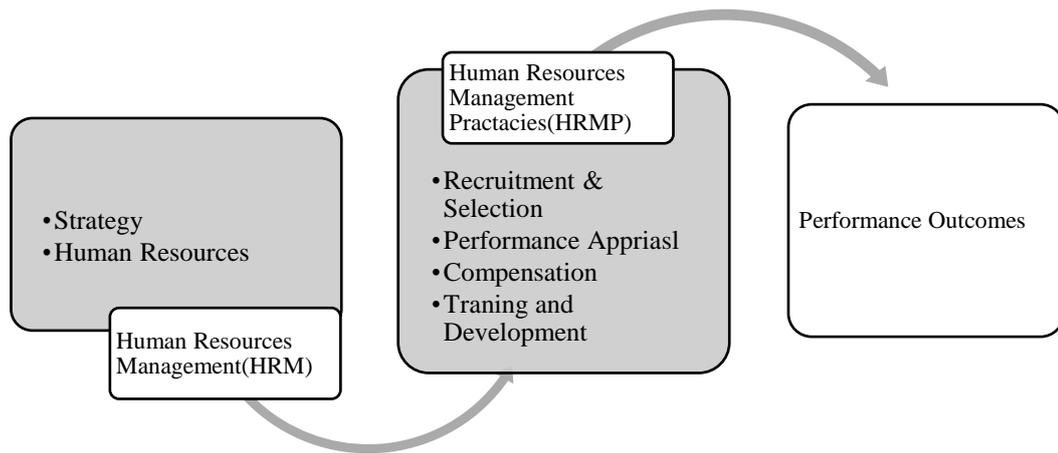
Fig.1: Human Resources Management Practices

3.3 Historical Review of Employee Engagement

The historical examination of employee engagement development is illustrated within the literature review of this paper by elaborating on the early and contemporary concept of employee engagement. Table 5 demonstrates the list of articles used in this section and provides an overview of the historical developments related to employee engagement. Later on, after the discussion of employee engagement a projection of employee engagement definition will take place.

Table 5: Articles Used in Historical Review of Employee Engagement

Author(s) & year of publish	Journal	Title	Journal Rank (AJG)	No. of Citations
Goffman (1961)	Book	"The Presentation of Self in Everyday Life"	-	57261
Khan (1990)	Academy of Management Journal	"Psychological Conditions of Personal Engagement and Disengagement at Work"	4*	6875
Harter., Schmidt, and Hayes (2002)	Journal of Applied Psychology	"Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis"	4*	4565
Saks (2006)	Journal of Managerial Psychology	"Antecedents and Consequences of Employee Engagement"	3	3770
Maslach, Schaufeli, and Leiter (2001)	Annual review of psychology	"Job Burnout"	4	1000

The term "employee engagement" was first coined in an article under the title of "Psychological Conditions of Personal Engagement and Disengagement at Work" which was published in the "Academy of Management Journal" (Khan, 1990). In this article, Khan stated that the foundations and main influences of classic sociology (Goffman, 1961) illustrated that "people act out momentary attachments and detachments in role performances". Since the primary influencer of Khan's theory was Goffman (1961), his study was then considered to be a reference point. As for personal engagement and disengagement, it was the first grounded theory to be illustrated by Khan and was inspired by the roles we play in our lives.

The definition of personal engagement was coined as "the simultaneous employment and expression of a person's 'preferred self' in task behaviors that promote connections to work and to others, personal presence, and dynamic full role performances" (Khan, 1990).

This essentially indicates that an individual's reason for engagement is mainly composed of several factors such as relevance, security, and convenience. The reasons for employee engagement are significant for understanding why a person engages and is committed toward something in its entirety within the workforce. The term relevance was defined as a "sense of return on investments of self in role performance" (Khan, 1990). In addition to that, Khan defined security as the ability to express one's self "without fear or negative consequences to self-image, status, or career". In regards to the term "convenience", Khan defined it as the "sense of possessing the physical, emotional, and psychological resources necessary" for any work or task accomplished.

Later on, the researcher conducted studies that defined employee engagement as a positive contrast to "burnout" and defining engagement as "a persistent positive affective state characterized by high levels of activation and pleasure", (Maslach, Schaufeli, & Leiter, 2001). Therefore, it was noted that the theoretical approach in regards to employee engagement was primarily explained and elaborated on by both Khan (1990) and Maslach et al. (2001). After that period, the researcher became interested in empirically testing the suggested framework of these studies. Therefore, the framework that was suggested by Maslach et al. (2001), was tested and it was concluded that a "positive, fulfilling, work related state of mind is characterized by vigor, dedication, and absorption", (Schaufeli, Salanova, González-Romá, & Bakker, 2002).

Academic studies have continued to develop and expand their research attempts by testing new approaches. These have adopted different models to test employee engagement; however, this time a new business unit approach was introduced. This study used the business unit level approach which is a huge database to test how more employee engagement affects final outcome (Harter et al., 2002). This study constructed a meta-analysis research case study of business units through numerous fields of the industry with data cultivated from around 7,939 respondents to which it concluded that there is a positive relationship between employee engagement and outcomes. This aforementioned study was followed by another study, which concentrated, on testing the relationship between "effective management practices and employee engagement" and therefore concluding that a positive relationship is when managers effectively implement the human resources practices and the engagement of the employee (Luthans & Peterson, 2002).

Saks (2006) constructed a new model known by "Social Exchange Model" to test the hypothesis related to the consequences of employee engagement , and suggested that the separation of employee engagement in two subsections "job engagement" and "Organizational engagement". By doing so, a new multidimensional concept of employee engagement "evolved a distinct and unique construct consisting of cognitive, emotional, and behavioral components associated with individual role performance" (Saks, 2006). The results of this research indicated that "antecedent variables such as supportive climate, job characteristics, and fairness influenced the development of engagement and that employee engagement mediated the relationship between antecedent and outcomes variables" (Saks, 2008).

Later this model was developed by Shuck, Reio, and Rocco (2011) through adding social and behavioral aspects to the model. This indicated that Sacks (2006)'s model viewed the development of engagement as absorption of a person's resources into the work they performed, (Shuck, et al., 2011). Figure 2 below presents the evolution of employee engagement as demonstrated previously but in a timeline starting from the year 1990 till after the year 2005 by name of author and theories conducted in each era.
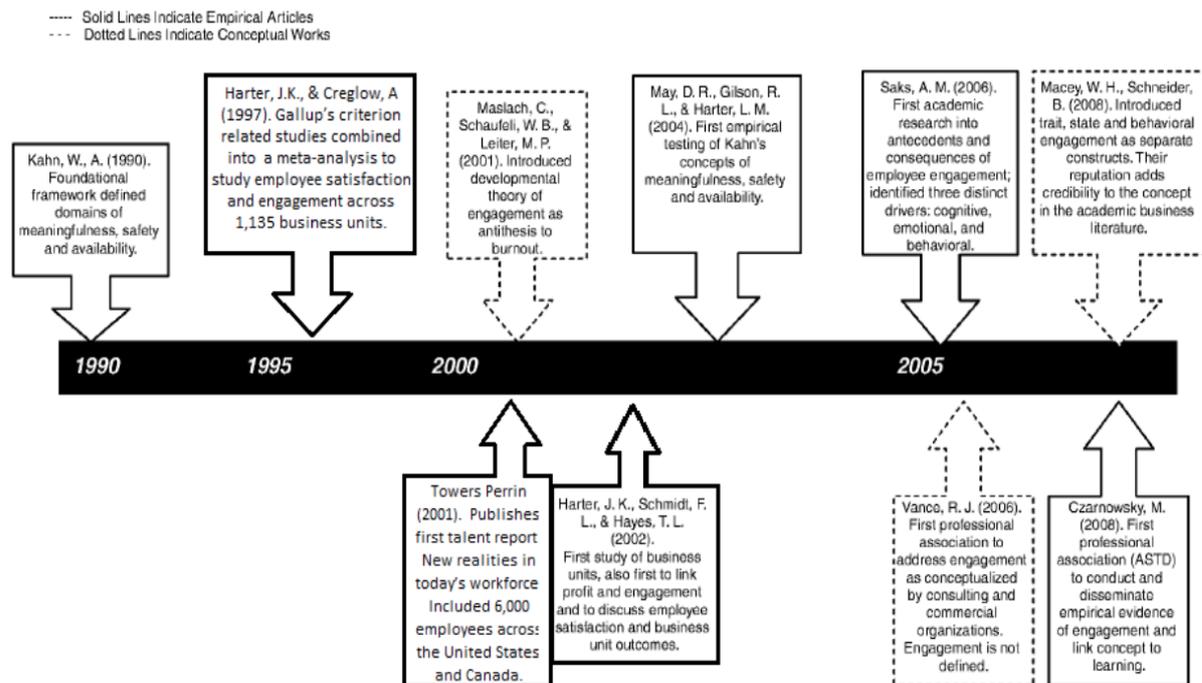
Fig.2: Summary of Employee Engagement Evolution through Time line

3.3 The Relationship between Human Resources Management Practices and Employee Engagement

Following the studies and research conducted by Kahn (1990), Shuck et al. (2011) extended the theoretical perspective to conduct a new study to test the link between job fit, affective commitment, psychological climate, and employee engagement, from one side and discretionary effort, and intention to turnover, form the other side. Their study utilized an internet-based survey that applied a six-scale measurement to a heterogeneous sampling of organizations. These included organizations related to service, technology, healthcare, retail, banking, nonprofit, and hospitality fields". The results of this study indicated that job fit, affective commitment, and psychological climate were all significantly related to employee engagement, while employee engagement was significantly related to both discretionary effort and intention to turnover (Shuck et al., 2011). Employee engagement is also related to task performance, contextual performance, and active learning, particularly for employees high in conscientiousness (Bakker et al., 2008).

Moreover, several studies (Table 6) indicated that HRMP have a significant influence on employees and organizational outcomes. These studies state that to fulfill the goals of an organization, both employees and organizations must corporate and depend on each other to reach their goals and objectives (Bedarkar & Pandita, 2014). As a result, employee engagement should not be a one-time exercise rather it should be integrated into the organization's culture. Therefore, employee engagement should flexibly involve a continuous stream of the learning and development process. This argument was supported by several studies indicating the concept of employee engagement remains in an evolutionary state (Shuck et al., 2011; Taghipour et al., 2013). Besides, another study designed a test model of antecedents of work, this study includes four variables introduced as antecedents: work motivation, job satisfaction, psychological empowerment, and moral climate (Taghipour et al., 2013). The study outcome was that these variables were highly correlated (statistically) to job engagement and have the unpremeditated relationships to human resources management practices, this also includes HRMP.

On the other hand, Albrecht, Bakker, Gruman, Macey, and Saks (2015), indicated that HRMP need to move under the routine administration of yearly surveys. They stressed the importance of embedding engagement in HRMP. These practices resembled training, development, and building a stronger relationship with employees. Similarly, a study done by using meta-analysis examined the relationship at the business-unit level between employee

engagement and the final organizational outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents (Harter, et al. 2002). This study focused on a total of 7855 articles published in regards to the topic of job satisfaction. The outcome of this study indicated that employee satisfaction and engagement are positively correlated to business outcomes.

Additionally, a work engagement study based model, by Bakker (2011) was conducted indicating that engaged employees are connected physically, cognitively, and emotionally with their job position and roles. In the study, it was suggested that Human Resource managers specifically through line managers, could do several things to facilitate and encourage work engagement among their employees. There have been several studies conducted which aim to impasse the positive power of employee engagement toward the organizational outcome impacted by HRMP (Attridge, 2009). Additionally, it is vital to demonstrate what measures of employee engagement assist in explaining the difference between employee's performance on individual and team base units. This measurement of employee performance sheds light on the top, moderate, less performing units and thus determines how measurement value could be improved across the organizational level. By implementing these measurements, line managers could focus on improving business performance (Robertson, Birch, & Cooper, 2012).

Therefore, it is important for organizations to invest in leadership development programs. Furthermore, development and a continuous stream of training programs will be fundamental in creating successful and well-communicated programs within the workforce. These programs will assist in sharing the vision and mission of the organization. By doing so employees' sense of belonging and interaction will increase on the organizational level.

Table 6: Articles Discussing the Impact of HRMP on Employee Engagement

Author(s) and year of publish	Journal	Title	Journal Rank (AJG)	Citation
Harter el al. (2002)	Applied Psychology	Business-Unit-Level Relationship between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis	4*	4490
Bakker (2011)	Current Directions in Psychological Science	An Evidence-Based Model of Work Engagement	2	778
Avery et al. (2007)	Journal of Applied Psychology	Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with coworkers, and employee engagement	4*	542
Shuck et al. (2011)	Human Resource Development Review	Four Emerging Perspectives of Employee Engagement: An Integrative Literature Review	2	284
Albrecht et al. (2015)	Organizational Effectiveness	Measuring and Managing Employee Work Engagement: A Review of the Research and Business Literature	2	208
Bedarkar et al. (2014)	Social and Behavioral Sciences	A study on the drivers of employee engagement impacting employee performance	3	105
Robertson et al. (2010)	Leadership & Organization Development	Job and work attitudes, engagement and employee performance Where does psychological well-being fit in?	3	100
Taghipour et al. (2013)	Social and Behavioral Sciences Journal	Designing and Testing a Model of Antecedents of Work Engagement	3	10

4. CONCLUSION

This paper has essentially reviewed the literature conducted over 27 years and focuses on the relationship between HRMP and employee engagement. After reading, analyzing and comparing the timeline of both HRMP and employee engagement timelines and how these concepts developed over time, it can be concluded that prior studies have shown of a sense of interrelation between these two concepts. However, due it evolving over time and by the development of new variables and methods, the impact of HRMP on employee engagement is becoming more evident. This means that the workplace environment has come to involve more teamwork, and supports the creation of engaged workforce. This ensures a better job experience with better payment conditions, recognition and training lead also to higher engagement levels. Moreover, applying effective HRMP via training, creating unique programs for enhancing individual and teamwork skills results in making employees more engaged (see Figure 3). As a result, the higher level of employee engagement, the more likely organizational success. Therefore, providing strong work engagement will result in positive job outcomes, increasing organizational commitment, productivity and profitability as well as having lower turnover intentions.
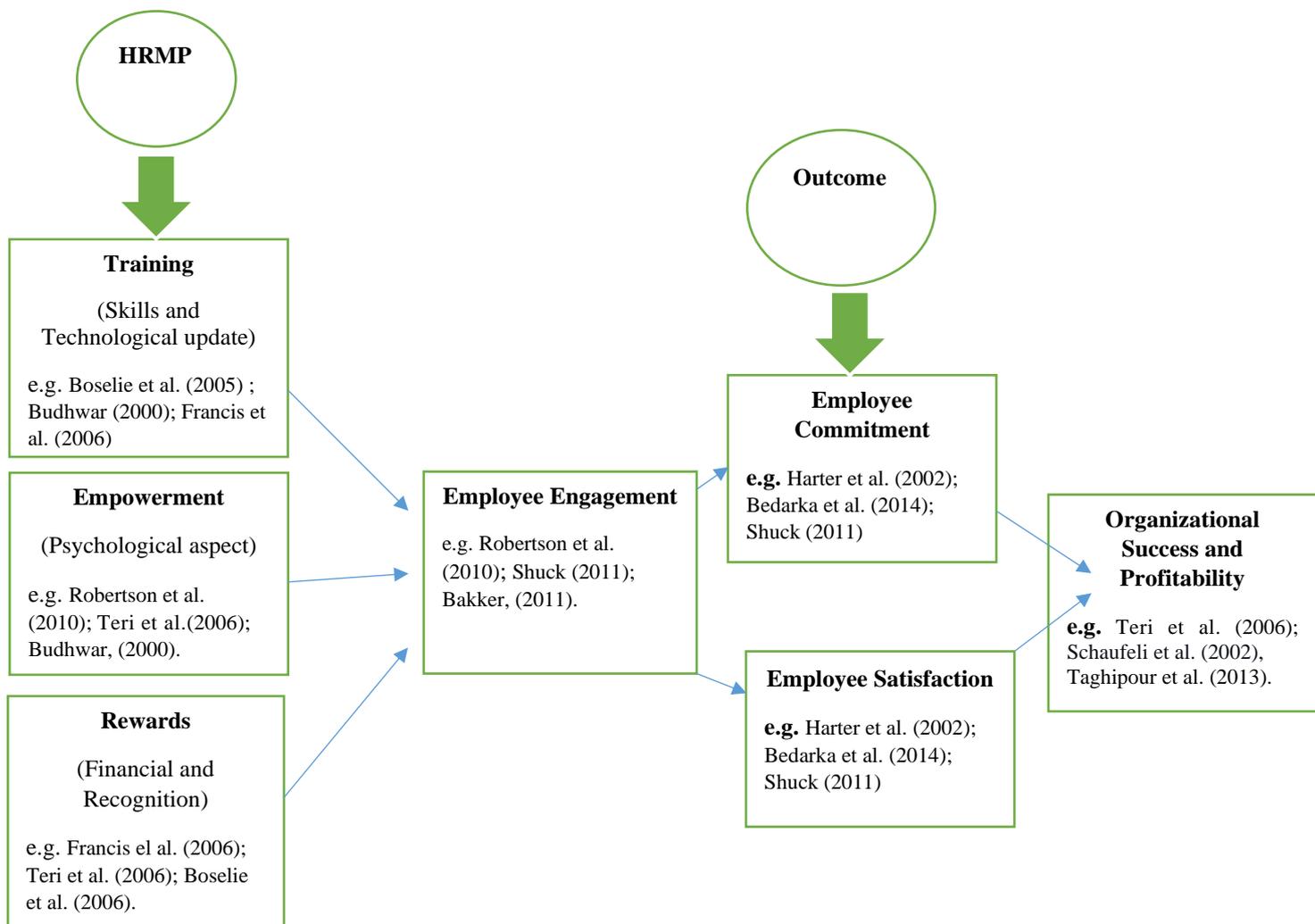
Fig.3: A proposed Framework of the Relationship between HRM practices and Employee Engagement

5. LIMITATIONS AND FURTHER GIDELINES

While writing this paper (and through selecting the articles and reading them) it was apparent that there were certain limitations. There are few empirical studies related to the relationship between HRMP and employee engagement especially in the Arab countries. Furthermore, there is a lack of research noted to explore the link between HRMP and employee well-being. Therefore,

further studies are needed concentrate more on the psychological impact HRMP, and how it relates to the moral standards of the employees. Moreover, more empirical studies should be conducted to focus more on multivariate confounding variables that reflect different points of view, not only on self-employee reports. To reduce the possibility of having inflated results, further researcher may focus on designing surveys that result in a more reliable and longitudinal outcomes.

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Appendix 1: Summary of the Selected Articles of HMR Practices and Employee Engagement

Author/Year of Publication	Title	Journal	Rank (AJG, 2018)	Methodology	Research Instruments	Final Outcomes
Albrecht, Bakker, Gruman, Macey & Saks (2015)	"Employee engagement, human resource management practices and competitive advantage"	Organizational Effectiveness	2	Conceptual Review	Literatures frameworks	HRMP practitioners need to move beyond the administrational routine of annual engagement
Alfes, Kerstin & Shantz (2013)	"The link between perceived human resource management practices, engagement and employee behavior. (A moderated mediation model)"	International Journal of Human Resource Management	3	Developed and tested a moderated mediation model	They linked the model to perceived human resource management practices to organizational citizenship behavior and turnover intentions	Enactment of positive behavioral outcomes largely depends on convenience organizational climate and employees' relationship with their line manager.
Armstrong (2000)	"Performance management practice: Key practices and practical guidelines".	Book, Kogan page (2nd Ed.)	-	Depends on explaining performance management practices, and how to deal with performance issues.	Performance management attitude-Survey questionnaire	performance management is seen as a critical process for achieving business performance,
Attridge (2009)	"Measuring and managing employee work engagement: A review of the research and business literature"	Journal of Workplace Behavioral Health	2	Depend on previous studies using UWES measures.	Usage of several case studies from employers	Work engagement can be improved through adopting certain workplace behavioral health practices
Avery, McKay & Wilson (2007)	"Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with coworkers, and employee engagement"	Journal of Applied Psychology	4*	Participants were selected via random digit dialing methodology and were asked a variety of questions regarding their perceptions of their workplace.	Perceived coworker age composition, Satisfaction with Coworkers, Engagement and age.	Coworkers satisfaction significantly relate to employee engagement; higher levels of engagement among older workers when they were highly satisfied with their coworkers; lower levels of engagement when older worker face low satisfaction level with their coworkers.
Bakker (2011)	"An evidence-based model of work engagement"	Current Directions in Psychological Science	2	Model based on employees: positive emotions, better health, job and personal resources, transfer of these emotions.	Overall evidence based model of work engagement	Engaged employees are physically, cognitively, and emotionally connected with their work roles.
Bakker& Demerouti (2008)	"Towards a model of work engagement"	Career Development International	3	Qualitative and quantitative studies on work engagement	Previous studies are integrated in an overall model that can be used to develop work engagement and advance career development in today's workplace.	Engaged workers are more creative, more productive, and more willing to go the extra mile.
Bailey, Madden, Alfes & Fletcher (2017)	"The meaning, antecedents and outcomes of employee engagement: A narrative synthesis"	International Journal of Management Reviews	3	Systematic synthesis of narrative evidence	214 studies focused on the meaning, antecedents and outcomes of engagement.	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.

Bedarkar & Pandita (2014)	"A study on the drivers of employee engagement impacting employee performance"	Social and Behavioral Sciences	3	Conceptualized model to analyze specific drivers of engagement, which lead to employee and organizational performance.	Journal databases from: EBSCO, EMERALD, Elsevier and SCOPUS	Employee engagement should be a continuous process of learning, improvement and action and should be integrated in the culture of the company
Boselie, Dietz & Boon (2005)	"Commonalities and contradictions in research on human resource management and performance"	Human Resource Management Review	3	Overview of every empirical research that link between HRM and performance between 1994 and 2003	Examines in international refereed journals how each study depicts the so-called 'black box' stage between HRM and performance	The HR department is responsible for the design and evaluation of employee management policy and practices, but in many cases, and certainly many normative models of strategic HRM, implementation is left to direct supervisors and front-line managers.
Boxall (1996)	"The strategic HRM debate and the resource-based view of the firm"	Human Resources Management Journal	2	This article examines the implications of the resource-based view of the firm for the theory of strategic HRM.	Moving from a 'positioning' to a more systemic and dynamic conception of strategy will help to explore the various ways in which HRM contributes to the strategic management of firms.	The resource-based view of the firm points to sources of 'human resource advantage' in exceptional human capital and outstanding human processes. .
Budhwar (2000)	"Evaluating levels of strategic integration and devolvement of human resource management in the UK"	Personnel Review	3	Summaries, initially, some of the primary theoretical debates existing in the HRM literature and then presents empirical results of a large-scale study.	Bases the findings on a questionnaire survey and in-depth interviews.	Highlights the present scenario regarding the concepts of integration and devolvement from the "subject-matter experts'" viewpoint, but also reveals the main logic surrounding them and the main factors and variables which determine these two practices in the UK.
Chandler & Mcevoy (2000)	"Human resource management, TQM, and firm performance in small and medium-size enterprises".	Sage publication	-	This study analyzes the moderating effect of two key human resource practices on the relationship between organizational strategy and firm performance.	In a sample of 66 small to medium-sized manufacturing firms	They found that a total quality management strategy was most effective when supported by significant training and group-based incentive compensation.
Czarnowsky (2008)	"Learning's role in employee engagement: An ASTD research study".	Association for Talent Development-ATD	-	This Research study investigates how organizations are addressing employee engagement and identifies those strategies and organizational factors most responsible for influencing employees to become more engaged.	Use research data to determine what organizations can do to boost employee engagement in their organization.	The study found out that implementing organizational factors affect positively on employee engagement toward their organization.
Drucker, Dyson, Handy, Saffo,& Senge (1997)	"Looking ahead: Implications of the present"	Harvard Business Review	-	Examine the problems and challenges they see already taking shape for executives as they move into the next century.	Ask five powerful thinkers and observers of world.	Responses may lead ironically, to a future based on more ancient—and more natural—ways of organizing: communities of diverse

					and effective leaders who empower their organizations to learn with head, heart, and hand.
Francis & Keegan (2006)	"The changing face of HRM: In search of balance"	Journal of Human Resource Management Review	3	Explore the changing roles of HRM as they are perceived by different stakeholder groups within the HR profession through the medium of a study.	Examine the diffusion of the concept of 'the thinking performer' launched by the Chartered Institute of Personnel and Development in 2002	Conclude that there is a need for a more balanced HR agenda addressing human and economic concerns in current and future models of HRM.
Harter, Hayes, and Schmidt (2002)	"Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis"	Applied Psychology	4*	This study used meta-analysis to examine the relationship at the business-unit level between employee satisfaction–engagement and the business-unit outcomes of customer satisfaction, productivity, profit, employee turnover, and accidents.	focus on the job satisfaction literature, more than 7855 articles	Employee satisfaction and engagement are related to meaningful business outcomes
Harter & Creglow (1997)	"A meta-analysis and utility analysis of the relationship between core GWA employee perceptions and business outcomes"	The Gallup Management Journal	-	This study examine the relationship between employee engagement and performance in 192 organizations.	Accumelate 263 research studies across 192 organizations in 49 industries and 34 countries.	The relationship between engagement and performance at work is substantial and highly generalizable across organizations.
Harzing & Ruysseveld (2004)	"International Human Resource Management"	SAGE Publications	-	It provides comprehensive, international perspective of the consequences of internationalization for the management of people across borders.	Use examples from all over the world and their chapters supplement classic theories and models with cutting edge research and developments.	Used models from the studies done by previous researchers
Jani & Balyan (2016).	"Impact of employee perceive HR practices on employee engagement"	Journal of Business Management & Social Sciences Research	2	The study tested the established HRM Practices' impact on employee engagement that indirectly facilitate employees' intrinsic motivation and psychological	Survey of 400 Medical Representatives from pharmaceutical companies in Gujarat State been done and model is tested on the data collected	The result shows a positive correlation between employees perceived HRM Practices and employee engagement.
Kangure, Wario & Odhiambo (2014)	"Relationship between job characteristics and employee engagement among state corporations in Kenya"	International Journal of Innovative Research and Studies	2	The study aimed to investigate the relationship between job characteristics and employee engagement among state corporations in Kenya.	A sample of 434 employees of State Corposations in Kenya.	The results indicated that job clarity, job autonomy, job significance, work arrangement and job performance have positive significant relationship with employee engagement.

Kahn (1990)	"Psychological conditions of personal engagement and disengagement at work"	Academy of Management Journal	3	This study focus on the premise that people can use varying degrees of their selves, physically, cognitively, and emotionally, in work role performances.	Using two qualitative, theory generating studies of summer camp counselors and members of an architecture firm.	Work performance has implications on both work and employee engagement.
Luthans & Peterson (2002)	"Employee engagement and manager self-efficacy".	Journal of Management Development	2	This study examines the theoretical and empirical understanding of employee engagement.	The investigation is made of the role that a wide variety of managers' (n = 170) psychological state of self-efficacy plays in the relationship between their employees' (average of about 16 per manager) measured engagement and a multiple measure (self, subordinates and peers) of the managers' effectiveness.	Results of the statistical analysis indicate that the manager's self-efficacy is a partial mediator of the relationship between his or her employees' engagement and the manager's rated effectiveness.
Macey & Schneider (2008)	"The meaning of employee engagement".	Industrial and Organizational Psychology	3	This study shows that the meaning of employee engagement is ambiguous among both academic researchers and among practitioners who use it in conversations with clients.	This study used diverse relevant literatures, to offer a series of propositions about psychological state, engagement, behavioral engagement and trait engagement.	They conclude with thoughts about the measurement of the 3 facets of engagement and potential antecedents, especially measurement via employee surveys.
McConville (2006)	"Devolved HRM responsibilities, middle-managers and role dissonance"	Personnel Review	3	This paper aims to report a study into the role of middle line managers, in public services, in relation to devolved HRM, and note that the intermediacy of middle management leads to a distinct and unique form of role tension.	A model is offered to explain that phenomenon, which is exacerbated by HRM responsibilities, and emphasizes the importance of middle line managers within organisations	The paper found that middle line managers want to be proactive in HRM and are taking ownership of HRM and are exceeding their job requirements to do so.
Maslach, Schaufeli & Leiter (2001)	"Job Burnout"	Annual Review of Psychology	3	This study is a prolonged response of burnout to chronic emotional and interpersonal stressors on the job, and is defined by the three dimensions of exhaustion, cynicism, and inefficacy.	The study focus on the past 25 years of research that established the complexity of the construct, and places the individual stress experience within a larger organizational context of people's relation to their work.	The focus on engagement, the positive antithesis of burnout, promises to yield new perspectives on interventions to alleviate burnout.
Porter (1990)	"The competitive advantage of nations".	Harvard Business Review	-	This paper aims to understand how successful company will employ its own particular strategy, underlying mode of operation to achieve	This paper depended on using previous research studies especially literature review to express difference of the competitive	The outcome of this paper indicate that competitive realities demand leadership, since they sacrifice the easy life for difficulty and, ultimately, sustained

					competiveness.	advantage in different nations.	competitive advantage. That must be the goal, for both nations and companies: not just surviving, but also achieving international competitiveness.
Rich, Lepine & Crawford (2010).	"Job engagement: antecedents and effects on job performance".	Academy of Management Journal.	3		The study theorize that engagement, conceptualized as the investment of an individual's complete self into a role, provides a more comprehensive explanation of relationships with performance than do well-known concepts that reflect narrower aspects of the individual's self.	A study of 245 firefighters and their supervisors to support hypotheses that engagement mediates relationships between value congruence, perceived organizational support, and core self-evaluations, and two job performance dimensions: task performance and organizational citizenship behavior	The study conducted that job involvement, job satisfaction, and intrinsic motivation were included as mediators but did not exceed engagement in explaining relationships among the antecedents and performance outcomes.
Robertson, Birch & Cooper (2012)	"Job and work attitudes, engagement and employee performance: where does psychological well-being fit in?"	Leadership & Organization Development Journal	3		This research is to explore the relationship between corporate social responsibility, employee engagement, and organizational performance in Jordanian mobile telecommunication companies	A total of 350 questionnaires containing 37 items were used to collect information from the respondents. Multiple and simple regression analyses were conducted to test the research hypotheses.	The results showed that employee engagement fully mediated the relationship in a significant way.
Saks (2006)	"Antecedents and consequences of employee engagement"	Journal of Managerial Psychology	3		Use of collected data by students enrolled in a graduate course in research methods at a large Canadian University in Toronto.	Survey	Presence of meaningful difference between job and organization engagements
Saks (2008)	"The meaning and bleeding of employee engagement: how muddy is the water?"	Industrial and Organizational Psychology	3		This paper mainly give comments on the original article, "The meaning of employee engagement" Macey and Schneider (2008).	Depends on reviewing previous paper done by Macey and Schneider (2008).	This paper argues that if the engagement concept is unique, it requires a distinct meaning and needs to be role specific rather than a cocktail of related constructs. Indicating that failure to make these distinctions and to continue to define and measure engagement in terms of older constructs is likely to muddy the engagement water even more and to perpetuate the belief that engagement is nothing more than old wine in a new bottle.
Shuck, Reio, & Rocco, (2011)	"Employee engagement: An examination of antecedent and outcome variables".	Human Resource Development International	3		The study examine the links between job fit, affective commitment, psychological climate,	A sample of 283 Internet-based survey battery of six scales was	Implications for human resource development research and practice are highlighted as possible

			and employee engagement, and the dependent variables, discretionary effort, and intention to turnover.	administered to a heterogeneous sampling of organizations from service, technology, healthcare, retail, banking, nonprofit, and hospitality fields.	strategic leverage points for creating conditions that facilitate the development of employee engagement as a means for improving organizational performance.
Schuler & MacMillan (1984)	"Gaining competitive advantage through human resource practices".	Human Resource Management Review	3	This study reveals how companies recognize the growing importance of their human resources, but few are conceptualizing them in strategic terms—in ways to gain a competitive advantage.	Systematically develop advantages via a "target/thrust matrix."	The results of this matrix have significant implications for both corporate strategy and personnel and human resource management.
Schuler & Jackson (1987)	"Linking competitive strategies with human resource management practices".	Academy of Management Executive	2	This study aims to find the link between competitive strategies and HRMP, using Porter's framework of competitive strategy.	Drive framework from previous literature review, secondary sources and previous research.	The results indicate that USA firms are perusing 3 strategies: cost reduction, quality improvement, and innovation to gain competitive advantage. Therefore. The success or failure of a firm do not entirely on HRMP.
Schaufeli, Salanova & González-romá (2000)	"The measurement of engagement and burnout: a two sample confirmatory factor analytic approach".	Journal of Happiness Studies	2	This study examines the factorial structure of a new instrument to measure engagement, the hypothesized 'opposite' of burnout	A sample of university students (N = 314) and employees (N = 619) done using the factorial structure of the Maslach-Burnout Inventory-General Survey (MBI-GS) is assessed and the relationship between engagement and burnout is examined.	Despite the fact that slightly different versions of the MBI-GS and the engagement questionnaire had to be used in both samples the results were remarkably similar across samples, which illustrates the robustness of their findings.
Taghipour & Dezful (2013)	"Designing and testing a model of antecedents of work engagement".	Social and Behavioral Sciences	3	The purpose of this study is designing and testing a model of antecedents of work engagement. Using multistage random sampling to choose 226 employees of an organization, as sample.	Five questionnaires were chosen to gather data. Structural Equation Modeling analysis supported model fitting with data.	Study indicates, these variables were found to have statistically significant correlations to job engagement and have the casual relationships too.
Vance (2006)	"Employee engagement and commitment: A guide to understanding, measuring, and increasing engagement in your organization"	The SHRM Foundation	-	A guide to understanding, measuring and increasing engagement in an organization	This guide use workforce survey.	Engaged employees can help your organization achieve its mission, execute its strategy and generate important business results. and the decision to invest in strengthening engagement or commitment (or both) depends on an organization's strategy and the makeup of its workforce.

Wang & Hsieh (2013)	"The effect of authentic leadership on employee trust and employee engagement"	International journal of Social Behavior and Personality	2	Examined the effect of authentic leadership on employee engagement through employee trust	Collected data from 386 employees in the top 1,000 manufacturing companies and the top 500 service companies in Taiwan. Hierarchical multiple regression was employed to test the hypotheses.	Results showed that both supervisors' consistency between words and actions as well as their moral perceptions are positively related to employee engagement, while only supervisors' consistency between words and actions is positively related to employee trust. Moreover, employee trust was shown to be positively related to employee engagement. Finally, employee trust was found to have a partial mediating effect between authentic leadership and employee engagement.
Wright & Snell (1991)	"Toward an integrative view of strategic human resource management".	Human Resource Management Review	3	This paper explores the impact of the RBV on the theoretical and empirical development of SHRM.	They conduct that few strategy researchers are well versed in the existing research base regarding the effectiveness of various specific HR tools and techniques for managing people, and thus addressing these issues with necessary specificity	This study constructed a model for integrating strategy and strategic HRM, based on previous literature reviews.
Xu & Thomas (2011)	"How can leaders achieve high employee engagement?"	Leadership & Organization Development Journal.	3	The purpose of this paper is to investigate the evidence of the link between leadership and employee engagement	Conducted with a large New Zealand insurance organization, using data from direct reports. A pilot study was first conducted (n=236), in which the JRA 360-degree feedback instrument was factor analyzed. Subsequently, a linkage analysis (n=178) was conducted to establish the relationship of the resultant leadership factors with JRA's employee engagement measure.	Three factors emerged from the JRA 360: supports team, performs effectively, and displays integrity. Correlation and regression results showed that supports team was the strongest predictor of engagement; semi-partial correlations showed that the three leadership factors overlapped in their relationships with engagement, with supports team predicting most unique variance.