

***FABRICATING EMPLOYEE ENGAGEMENT FOR
ORGANIZATIONAL EFFECTIVENESS:
FRAMING ITEMS FOR THE ‘CAR-PER-ET-WELL’ SCALE***

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Abstract

Organizations thrive on people. The epicenter of organizational excellence revolves around to the degree and extent of human involvement at work. To have a committed workforce, ensures satisfaction, consummation and fulfillment in the minds of employee. A satisfied worker is a happy worker and of course can prove to be most productive, prolific and industrious in his work and in execution of his responsibilities. With a brief introduction on the concept of employee engagement, the paper through detailed literature survey, outlines various aspects of employee engagement, underlying employee career prospects, the significance of ethical framework and significance of employee well-being in the organizational domain. The objective of the paper is to reach understanding of certain identifiable areas within the field of employee engagement viz.; career, performance, ethics and wellness. These issues are quite pertinent for competitive survival of organizations in the current turbulent business climate. A scale “car-per-et-well” has been developed for item analysis in the present study. The coverage of the study makes an attempt to reach out to the relevance of employee engagement for organizational accomplishment.

Keywords: career, engagement, ethics, performance, wellbeing

1. Introduction

During the last decade, the world has seen major economic changes. The dynamic and complex nature of current global environment requires flexibility, tempo, innovation and continuous improvement. The most vital factor in meeting the challenges of the unpredictable environment is the capability of exploring the potentials of human resources both within and around the spheres of business workspaces. In the hypercompetitive business environment, nurturing and fostering of HR functions is one of the modest attempts of the some selective successful organizations of the day. Human Resource, as a functional specialty of management, revolves around the elemental and soft aspects of human talent, knowledge, skills, abilities and individual attitudes and involvement at work. It is imperative that business organizations are able to sustain and survive with effective recognition of such underlying criticalities of the human factor for growth and augmentation in the long run. Employees need to be oriented towards high degree of involvement, with increased level of commitment for greater organizational effectiveness. Organizations today need to reorient themselves towards being more innovative, creative and by recreating themselves in the lines of people-based systems that focus on motivation, commitment and engagement. In order to gear the employee bandwagon for contributing towards organizational accomplishment, adequate attention for developing mutual understanding and cohesion towards teamwork for a common purpose remains necessary by way.

The birth of the notion of employee engagement rests on the common call that stands on the strategy of “Love them or lose them”. It is quite pertinent, in this connection that care should be taken that individuals, groups and teams learn to value work and love the same

within their operational responsibilities in the workspace. In other words, businesses need to harp upon creating a culture and climate where employees find and feel rightly occupied and engaged at work. This of course is rudimentary for building on employee motivation, satisfaction and contentment for improvement of the organizational hemisphere in the real sense of the term.

In this paper, the essential objective is to delineate the notion and rationale of employee engagement along the lines of specific considerations. These considerations would be in terms of the focal issues of career growth in profession, performance improvement at work, preserving ethics within the workspace with an eye towards justice and fair treatment of employees and building on employee wellbeing and happiness. The idea of the paper is to connect these elemental considerations to rationalize their criticality towards building employee engagement within organizations. The aim of the paper is to identify the items that may be considered to design the '*Car-Per-Et-Well*' scale.

2. Research Methodology

The study would be based on secondary literature survey. A scale would be created involving the essential considerations of the paper viz.: career growth of employees in profession, performance improvement of employees, ethics and justice at work and employee happiness and wellbeing. These would be considered as independent variables and the notion of employee engagement and organizational effectiveness as dependent variables. The creation of the scale, in this paper, would involve identification of items within the scale, using literature review as the essential basis.

The structured scale would be the research instrument, with a clear nomenclature of '*Car-Per-Et-Well*' Scale, towards collection of primary data and feedback for future scope of the study; 'Car' meaning career growth in profession, 'Per' meaning performance improvement of employees in profession, 'Et' meaning ethics and justice at work and 'Well' meaning employee wellbeing and happiness.

2.1. Essentials of Employee Engagement

A systematic effort to create and foster an environment that encourages employees to be employed with zeal, enthusiasm and the right spirit at work is the essence of employee engagement. Initiation of an appropriate set of HR practices, supplemented with a free and adaptable organizational culture and friendly attitudes of supervisors, separately and collectively leave a wide impact on the personality dimensions of the employees resulting to overall satisfaction and attachment towards the organization's entity. The essentiality of conveying the real meaning and rationale of the need for employee engagement creates the path for drafting the right decision which ultimately induces an employee to get a positive inclination to the job assigned (Freeman & Kleiner, 2000). Because employees in organizations will either like or dislike their jobs, it is intuitive to suggest for providing right conditions unique to the employees for effectual and capable association (Lawler, 1990). From the perspectives employee behavior it can be projected that humanitarian approach towards employees with justice and fair treatment fosters employee alliance at work, truly designed for organizational augmentation in practice. The utilitarian outlook in organization building presupposes that the satisfaction or dissatisfaction of employees may affect the functioning of the organization in the operational and transactional context (Frank, Finnegan & Taylor, 2004).

Literature holds that the call and need for employee engagement at times confront with workplace-related operational disparities that generate confusion, contradiction and collusion in the path of executing job-roles and responsibilities. This significantly poses the question as to whether employees are truly and effectively engaged towards a valid and reliable objective in the business at all or not (Garg & Kumar, 2012).

Employee engagement deals with an individual's identification and involvement indicating an active relationship, on his part, with the workforce and the organization. It is primarily a way of building promise signifying a path to go beyond passive loyalty and virtually a strong indicator of continuance organizational commitment. A large body of literature supports that the work practices drafted and initiated in an organization influence the em-

ployee's thoughts and feelings of commitment, pledge and dedication and his emotional state of affairs which in turn reflects his connectivity with his job (Chaudhuri & Basu, 2014).

One of the major drivers of employee engagement revolves around the responses of an organization towards building on career opportunities within profession for its employees. Realistically the prospects and promises envisaged with the occupational positions generally provide a pathway for employees towards plentiful opportunities and possibilities. In the real sense career management is call of the hour for the workgroup through which an individual becomes aware of his own skills, interests, knowledge, motivations, and other characteristics; and accordingly establishes action plans to attain specific goals. The essentials of employee inclination can be focused through career planning of an individual employee acting as equilibrium between individual strengths and weaknesses with occupational opportunities and threats. Creation and nurture of career centric program is the hub of employee's future oriented action plans enabling an individual to move on to the next step of his career to attain specific goals (Jones, 1991).

Focus on employee performance improvement on a continuous basis also goes a long way in generating a spirit of employee engagement at work. Care for honing employee skills and augmenting employee performance levels as individuals and groups become an enabling tool-kit for businesses in order to attain and sustain its competitive advantage amidst stiff domestic and international competition (Boyett & Conn, 1988). The foundations of organizational survival and success are embedded within the layers of improved employee performance. Proper accomplishment of tasks that make up an individual's job generates an ideal state of affairs conducive for appropriate employee engagement. Acknowledging employee for their elevated qualitative and skillful quantitative job performance is the perfect blend between job involvement and employee integrity. The functional floor of the organizational hemisphere focuses in creating sustainable performance and thereby opening the doorway for the employees to learn and grow with the organization and in turn feel attached, committed and engaged to the same (Boyatzis, 1982). It can truly be acclaimed that rightly engaged, satisfied and committed workforce is the root towards creation of success within an organizational hemisphere.

All organizations are value driven. With the personal and societal context within which business operate changing over time, maintenance and sustenance organizational values are pertinent in today's work environment. An average employee feels engaged in an ethical work environment that fosters justice, harmony and cohesion. Creating a corporate culture with propriety aims for an alignment of ethical values for all stakeholders, employees, customers, shareholders and society and remains to be the predominant issue for business houses in the 21st century. People of the organizational fraternity face ethical choices every day. The mix of intellectual capital with cultural capital drafts the set of behavioral standards for an effective employer-employee relationship in the workspace. Building a value-driven culture where employees find an alignment between their personal values and the organizational values is the key to organizational achievement (Brenner, 1992). A proportionate combination of four proponents of ethical norms through which an organization make the right way among other things viz., equitable, fair, impartial and unbiased – all virtually create winning organizations on the foundations of strong values of work force (Vickers, 2005).

Every individual tries to extract and haul out a sense of optimum fulfillment and self actualization from being part of an organization that generally results in an overall effectiveness of the organizational system. Attainment of maximum fulfillment appears by way of successful prioritizing between professional commitments on one hand and life needs on the other. The most appropriate choice and prioritization of the same create employee satisfaction and happiness in the work premises (Rubin, 2010). The present scenario of the business, in most cases, upholds that employees are not that happy about their job. The relationship of various work-related considerations of the employees needs to be correctly explored to accelerate employee contentment and commitment and their happiness in turn at work. Happiness is a fundamental belief in the goodness of people, a policy of kindness and a sense of harmony among living beings (Sharp, 2009). Employee happiness is a major contributing factor which generally has a positive effect on organizations by way of building on employee engagement towards work and profession.

2.2. Exploring Employee Career Prospects: An Outlook

The ever-increasing urge for a rewarding career is mostly predominant among today's employees. The age-old phenomenon of employee loyalty, time bound promotions as the prime benchmark for recognition for task force at work arena has gradually taken over by the appropriate rewards coupled with challenges, aspirations and promising career for new millennium man power. Employees are no longer solely confined to job position where career was viewed as a sort of upward staircase from job to job but nowadays career is considered as vision to achieve the most desired goals. A carrier is the exploration of the values, attitudes and motivation with the passage of time. This shift in philosophy in the context of career credibility at the organizational hemisphere has strengthened the focus of career oriented activities. Careers today can be visualized as a continuous process through which a person becomes aware of his personal attributes and the lifelong series of steps that contribute to his career fulfillment (Clarke, 2001). As firms and employees struggle to find a balance between career longevity and flexibility, the traditional role of career management as a stimuli for individuals to further continue in the existing profession is a matter of concern. The urge for constant development, the positive synergy of self-realization, and the potentials of growth to go beyond is the right perspective of a successful career. Dates back the most common phenomenon of climbing the hierarchical growth ladder within the same the same organization was the favored way of making a career. With times changing employers and professions came up with new career concepts emphasizing more on person and no longer the organization are in charge of the career (Cohen, 1991).

The predominant two career concepts have evolved as the central vocabulary one signifying boundary less career and the other organizational career during the last decade. Although both concepts are often used to argue the same shift in careers wherein boundaryless careers can be defined as "...sequences of job opportunities that go beyond the boundaries of a single employment setting" and 'organizational careers' on the other and evolve within the context of one firm.. An analysis of career literature illustrates both career concepts together in the given table creating innovative dimensions of career bibliography.

Table 1

Career Attributes:
Phases of Progression

Career Level Components	Conventional Career Practices	Emerging concepts of
		New Career
➤ Identity	• Single or two firms	• Multiple firms
➤ Frontiers	• Employer-dependent	• Employer-independent
➤ Service-Relationship	• Job safety for trustworthiness	• Employability for better performance and flexibility
➤ Abilities	• Explicitly based on Firm	• Transferable and roaming
➤ Achievement	• Salary, promotion, status	• Psychological significant effort
➤ Responsibility for Career Management	• Organization	• Individual
➤ Prime Attributes	• Organizational commitment	• Job satisfaction and Professional loyalty

in spite of gradual shift in the career concepts, the new career competencies of the employees always signify the aspirations for stable career path and long for change and flexibility. It is the personal efforts made by the individuals which induces them to progress in their own career goals and such initiatives depends on the personality characteristics, employability behavior, ambition, openness and experience related to individual career profile. Career satisfaction activities can be revealed through a strong relationship between proactive personality and the active management of one's career. Only if one knows the underlying skills essential for career prospects with the insights of the reality can step forward towards stable carrier path overcoming the barriers of carrier advancement (Grusky, 1966).

A continuing organizational concern for the management of human resources has been the retention of their vital employees. The trend towards 'career portfolio' envisages commitment to one's professional growth seeks stability and security. To overcome the obstacles to the advancement of the work-group in today's business houses and for better understanding of the career planning 'A Three Tier Career Growth Model' has been developed elucidating the various dimensions of career panorama.

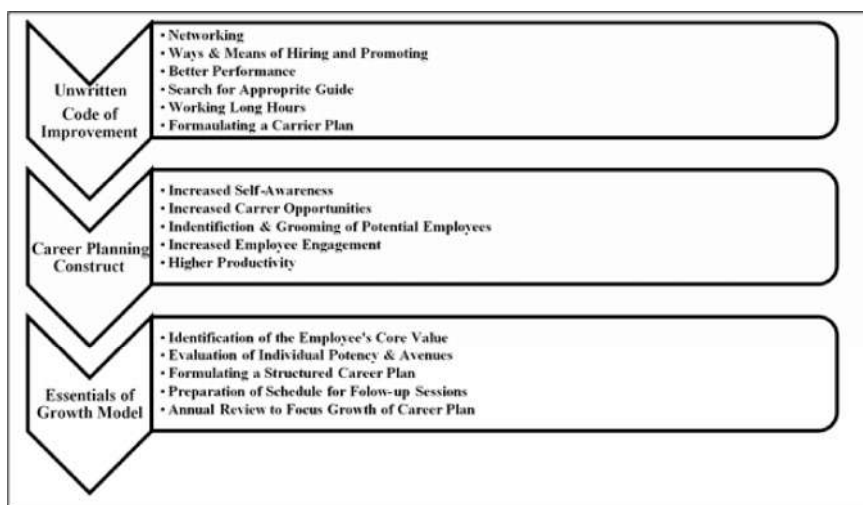


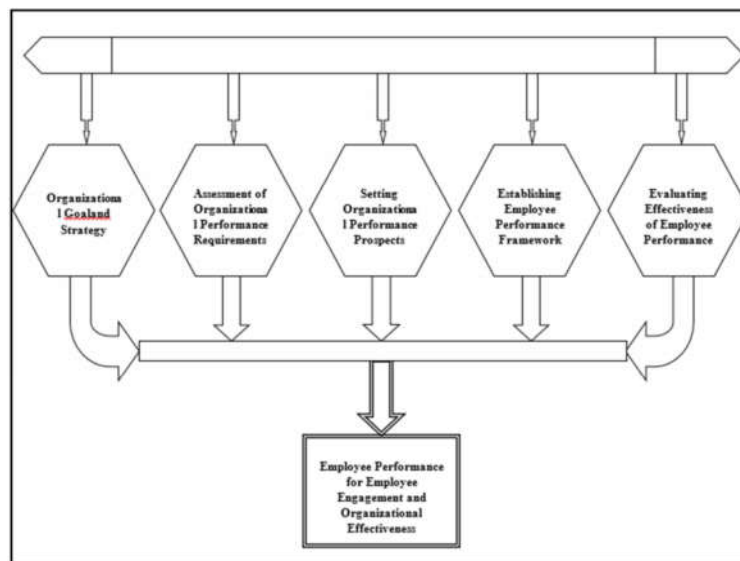
Figure 1.
'A Three Tier Career
Growth Model'

It may be recommended that amidst changing economic and market conditions both the parties viz., employer and the employee are compelled to reinvent themselves and take a 'refreshingly fresh approach' in the career spectrum in the organizational hemisphere of the new millennium (Capelli, 2008).

2.3. Performance Quotient: Dimensions-Degree-Development

The end product of any organizational function is nowadays focused on high performance human resource practices. It can be acclaimed that HRM best practices are aimed to escalate the overall performance of employees within the organization, ultimately resulting in increased organization performance. Studies indicate that a moderate application of high performance human resource management practices enhances workers' "belongingness", "commitment" and "involvement". Employees at every level are energized by the ability to make decisions who feel responsible to perform at high level of effort. Empowered employees are of the potential to minimize conflict and ambiguity at their workplace and in this way gives them a greater sense of control and more avenues for learning (Banker, Lee & Potter, 1996). Participation in decision making can satisfy employees' self-actualization needs fostering employees' motivation and job performance. A consistently high-performance work force connotes a degree of thriving work force engaged in creating the future - the company's and their own. Happy employees produce more than unhappy ones over the long run. Employee performance is a process that companies use to ensure their employees are contributing to producing a high quality product or service. Performance is a progression of continuous growth intended both for organization and its integral members (Farias & Varma, 1998). Employees' job performance is influenced in plentiful ways like earnings, turnover, performance awards, job attendance and subjective performance. With the apparent elements of enhancement of employee job performance, human psychosocial phenomenon also creates a significant impact on his job performance, decision making, skills, team spirit and turnover (Feltham & Xie, 1994). What employees feel and how they express their emotions affects their performance. Employees of an organization are diverse in educational background, professional experience, demographical expertise, tenure and other variables. Each individual is a representation of an idiosyncratic combination of knowledge, a common heterogeneity that enables specialization, differentiation and knowledge transfer. Merely having knowledge within an organization is insufficient but simultaneously knowledge must be locatable and shareable to allow one to learn from another's expertise and eventually benefit job performance (Bishop, 1990). The anecdotes of individual and organizational performance can be traced with the prerequisites of performance elements depicting the pathway for excelling performance mutually with the organ viz, individual and

Figure 2.
Focusing on Employee
Performance for Em-
ployee Engagement



Exploring the ways and means to make knowledge globally accessible and the effort to supplement one's knowledge sharable with co-workers excels organizational performance (Godard, 2001). The yardstick attracting employees for improved performance advocates performance-based compensation employment prospects. A company benefits when performance-based compensation attracts and retain high performers and in turn contributes to generalizable organizational outcomes. Helping people grow and remain energized at work is valiant in the true sense of the term and simultaneously also boosts organizational performance in a sustainable way (Ray Chaudhuri, 2012).

2.4. Ethical Pillars: Lighthouse of Employee participation

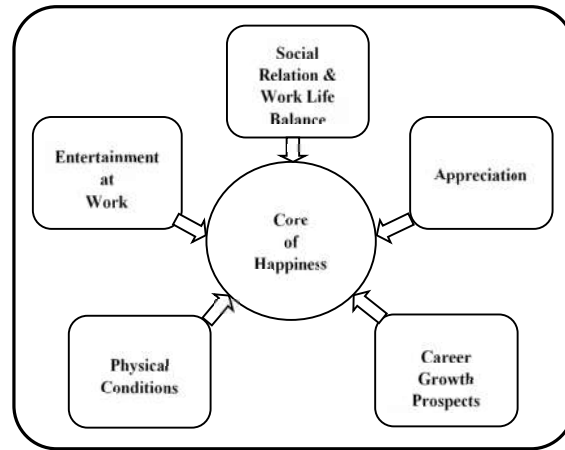
Organizational values are more important today than at any other time in history because the personal and societal context within which business operate is changing (Harting, Harmeling & Venkataraman, 2006). Organizational values are termed as the collective beliefs and ideas of the organizational members for attainment of specific goals. The tree of organizational value spread its branches through norms, guidelines, standards and expectations that prescribe appropriate kind of behavior by employees towards one another in particular situations. The values of an organization are assimilated in the form of set of rules indicating the type of conduct required by employees when carrying out organizational operations. Values are difficult to define because they share similar characteristics with concepts such as attitudes, preferences and viewpoints (Svensson & Wood, 2004). Values are acquired and hierarchically organized to become somewhat part and parcel of a relatively enduring system. The proponents of ethical attributes at organizational domain are of the opinion that building a values-driven culture where employees find an alignment between their personal values and the organizational values is the doorway to organizational accomplishment. Today, the age, gender, race, ethnicity, religion and socio economic make up of the workforce confronts varied challenges for the business houses. Nowadays sustainable organizations dedicated to incorporate economic, social and environmental codes of conduct into business strategy across the globe. With this the significance of building a strong ethical culture is integral to the goodwill, expansion and finances of any organization. Ethics is primarily a cooperative, collective enterprise and is the study of our web of relationships with others. Amidst the waves of globalization with the competitive edge prevailing in the market, business ethics has evolved as the mandatory requirement for conducting any type of business activity in the global market. The twin feathers of role of business ethics envisages the from one viewpoint propagates the sole responsibility of the executives to maximize the shareholder value and the other standpoint acclaims that "ethics pays", implying that acting in a socially responsible way towards shareholder will in turn enhance shareholder wealth. Business ethics of a firm has been defined as one of the invaluable intangible assets

for competing (Trevino & Weaver, 1997). Business relationships are like the wide spread arms of ethical pillars assimilating one's own trust and mutual respect at the organizational hemisphere. Employee ethical behavior is influenced by the individual level of cognitive moral development with an understanding to overcome ethical dilemmas. Employees are oriented primarily with the clear cut definitions of code of ethics, secondarily how to apply ethical frameworks to resolve problems and finally imparting training to the executives on the ways to communicate and reward ethical standards. Corporate reputation reflects the organization's strategy, culture and credibility – the essence of "ethics of strategy". In recent years the spotlight on the corporate world revealed that business ethics should become part of corporate philosophy with line of business governed by ethical corporate codes.

2.5. Employee Wellness & Welfare: Impact &Relevance

A growing body of literature on "happiness" explores that the antecedents of happiness is in fact living with a sense of fulfillment and peace. Currently it can be witnessed that more people have tendency to feel unhappy in their everyday life (Beckerman, Bryson & Ilmakunnas, 2012). The index of happiness poses a question 'how satisfied are you with your life today?'. Happiness is a subjective experience: people are happy to the extent that they believe themselves to be happy. Being happy requires awareness and mindful training of oneself. Happiness has also become an important focus in every aspect of human life, because by being happy someone will be more creative and productive and will likely have a longer life. The notion of happiness can be visualized at the organizational domain where employee wellbeing is one of the key element to contribute employee's performance at work floor. Happier employees are more easily to 'broaden-and-build' themselves, more creative, resilient, socially connected, physically and mentally healthy, and more productive. An employee who is happy at work will contribute his maximum for the success of the organization. Employees who judge themselves to be 'happy' at their work, will be more productive and perform better than those who admit to being 'unhappy' (Fisher, 2010). The mammoth span of our day-today life is being spent at workplace in tune with daily, weekly and life-cycle time. Happiness in broader aspect is the subjective wellbeing of the people blending one's life satisfaction on one hand and the degree of contentment on the other. Happiness understandably focuses on the effects of income, wealth, inequality leisure time and so forth (Helliwell & Huang, 2010). The inter-grid of relationships can be constructed projecting the effects of income, work hours, work timing with worker well-being. It can be witnessed while incomes are likely to be positively correlated with working hours, time spent commuting and away from family, social lives are factors negatively correlated with one's global evaluation of life satisfaction. Subjective wellbeing of the employees is also influenced signifying misfit or incongruity between desired and actual schedule of work hours. Workers that have more flexible daily schedules are also more willing to be working for long hours and thus flexibility associated with the work scheduling induces greater pleasure at work front. The prime objective of every organization is to accelerate profit margin and the productivity level for which they need to keep their employees happy. People, who enjoy good working relationships, receive proactive career development, feel valued by the organization and well treated in times to change; in turn they contribute the most to a business. The salient elements of people's happiness can be projected through their influences viz., equilibrium between personal life and social life, enjoyable work terrain, sound health and energy, career growth opportunities, recognizing employee performance that give the boost of happiness at organizational platform in the given figure.

Figure 3.
Parameters of Employee Happiness



Though, a happy employee is not necessarily an engaged one, there is a striking correlation between what makes employees happy and what engages them. It can be inferred that commitment to work, loyalty towards organization and job satisfaction all have a positive correlation with happiness at work. The different measures of psychological measures such as positive and negative effect, self-esteem, adjustment, comfort, enthusiasm, loneliness, health all supplement to make employees feel and experience higher affective well-being (Ray Chaudhur & Naskar, 2014). The impact of positive perceptions of opportunities for learning and personal development may render the job more intrinsically rewarding and, thus, lead to feelings of well-being. The holistic behavioral pattern of the organizational hierarchy by way of open and frank communication, friendly attitude, democratic style of management also strengthen employees' feelings of emotional support and thereby enhancing employee identification with their work roles and simultaneously improving their well-being.

3. Findings and Discussion

From the literature explicated in the paper, a clear attempt can be made to identify the items underlying the proposed "car-per-et-well" scale. The five broad domains identified are Essentials of Employee Engagement, Exploring Employee Career Prospects: An Outlook, Performance Quotient: Dimensions-Degree-Development, Ethical Pillars: Lighthouse of Employee Participation and Employee Wellness & Welfare: Impact & Relevance. The basis of the creation of this scale has been literature review in the areas of Exploring Employee Career Prospects: An Outlook, Performance Quotient: Dimensions-Degree-Development, Ethical Pillars: Lighthouse of Employee Participation and Employee Wellness & Welfare: Impact & Relevance.

The scale may be considered to have four broad domains –

- A. Managing Employee Career Prospects for Employee Engagement
- B. Managing Employee Performance Quotient Employee Engagement
- C. Managing Workplace Ethics for Employee Engagement
- D. Managing Employee Welfare & Wellness for Employee Engagement

Each of the above domains can be independently considered to arrive at a handful of items for the scale. The items have been generated from a detailed literature study which has been a significant part of this paper.

The following items can be comprehended as –

A. Managing Employee Career Prospects for Employee Engagement

- A.1 A Rewarding career in profession builds employee engagement
- A.2 Time bound promotions help in employee engagement
- A.3 Self Realization at work generates employee engagement
- A.4 Career flexibility in profession builds employee engagement

- A.5 An aid to build career competencies makes an employee more engaged
- A.6 Climbing the hierarchical ladder within the same organization makes an employee more engaged
- A.7 Recognition of employee ambitions makes an employee more committed
- A.8 Career satisfaction makes and employee proactive in profession
- A.9 Career security at work generates employee commitment
- A.10 Annual review in organizations to focus on career growth of employees makes him more engaged

B. Managing Employee Performance Quotient Employee Engagement

- B.1 Superior employee performance means employees are committed at work
- B.2 Well-performing employees mean employees are motivated at work
- B.3 Good performance of employees means employees are effective
- B.4 Better performance comes only employees are satisfied at work
- B.5 Good performance is the fall-out of employee engagement in work
- B.6 High performance work systems can be created with employee engagement

C. Managing Workplace Ethics for Employee Engagement

- C.1 Advocating ethical practices help in value creation
- C.2 Maintaining ethics at work enables organizational accomplishment
- C.3 Ethics at work helps in combating external threats, challenges and barriers
- C.4 Ethics at work helps in building a strong ethical culture & goodwill
- C.5 Maintaining ethics induces in accelerating shareholder's wealth
- C.6 Advocating ethical practices builds individual trust & mutual respect
- C.7 Managing ethical practices helps in solving organizational problems
- C.8 Introduction of ethical practices helps in building organizational credibility

D. Managing Employee Welfare & Wellness for Employee Engagement

- D.1 Wellness programs help employees to be more creative and productive
- D.2 Wellness programs increase employee performance at work
- D.3 Welfare activities contribute to optimum success of the organization
- D.4 Welfare activities build pleasure in the work place for employees
- D.5 Use of welfare activities accelerate profit margins
- D.6 Wellness programs maintains equilibrium between personal and social life
- D.7 Wellness programs boosts personal development of employees
- D.8 Wellness program helps to strengthen employee feelings and aspirations

4. Summary and Conclusions

The paper thus upholds an attempt to create the "car-per-et-well" Scale with its domains and items within. The five broad domains identified are Essentials of Employee Engagement, Exploring Employee Career Prospects: An Outlook, Performance Quotient: Dimensions-Degree-Development, Ethical Pillars: Lighthouse of Employee Participation and Employee Wellness & Welfare: Impact & Relevance. The basis of creation of this scale has been literature review in the areas of Exploring Employee Career Prospects: An Outlook, Performance Quotient: Dimensions-Degree-Development, Ethical Pillars: Lighthouse of Employee Participation and Employee Wellness & Welfare: Impact & Relevance.

The life line behind any organizational escalation rests on individuals – the driving force for present day organizations. Contemporary organizations are essentially people driven. It is solely possible for the people within an organization with divergent attributes fostering a sense of belongingness, a feeling of togetherness, a sense of importance- pride-accomplishment and gradually become the integral member of the organizational fraternity. The notion of employee engagement is critical at this juncture, because it is engagement at work that directs an individual employee's cognitive, emotional and behavioral state towards desired organizational outcomes. Effective engagement induces an employee to think, to devote, to work, and to achieve and finally evolves him with greater motivation and commitment. It has been unanimously agreed that the development of employee engagement within organizations has the potential to significantly impact important organizational outcomes and

thereby build the agenda for the 21st century business houses.

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