

Development of A Conceptual Framework: A Pragmatic Approach to Employee Engagement

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ABSTRACT

Employee engagement is an emerging organizational issue in this globalized working environment. To survive and to achieve competitive advantage there is a grave need to focus on Employee Engagement with the strength of employees through emphasizing on managing human resources as well as organizational culture keeping in mind effective leadership and managerial styles. Keeping in mind the complex and enigmatic behavior of this concept, this paper explores the development of the framework by studying the different perspectives of employee engagement, its drivers and its relationship with the organizational environment that derives from organizational culture, HRM policies and leadership styles of an organization. The objective of this paper is to develop a framework, pragmatic in nature to ensure organizational effectiveness in terms of profitability, productivity, retention, customer loyalty, safety and Health and well-being.

Keywords: *Employee Engagement, Organisational Culture, Leadership, HR Policies, and Organisational Effectiveness.*

INTRODUCTION:

The concept of employee engagement has been an enthralling concept for the last few decades. The term employee engagement replaces the conventional terms of Job satisfaction, motivation and commitment of human resource management being the concept of high descriptive force and face validity as propounded by (Reily & Brown, 2008). (Emmott, 2006) articulates this concept as employee engagement had become a new management mantra- and it's not difficult to see why. Engaged employees perform better when they have a positive feeling about their job which helps in promoting organization as "an employer of choice". Though the concept of employee engagement is important to be considered in a highly competitive environment, yet its meaning is vague and scattered. It is usually a loose knitted concept that embraces almost everything that an organization seeks from an employee in terms of behavior and contribution defined as job performance, discretionary efforts, motivation, commitment to the organization and organizational citizenship. The concept of employee engagement was pioneered by (Kahn, 1990) in a study titled Psychological conditions of personal engagement and disengagement at work. In this paper, the concept of personal engagement was conceptualized as *the harnessing of organization members' selves to their work roles. In the engagement, people employ and express themselves physically, cognitively, and emotionally during their role performances* (Kahn, 1990, p. 694). In the words of (Harter, Schmidt, & Hayes, 2002) it is an individual's involvement and satisfaction with work where they depict enthusiasm for the same. The comprehensive study of MacLeod and Clarke defined engaged employees are those who experience personal attachment with their work and organization. They also added that engaged employees are motivated to give their best with the aim of

deriving tangible benefits to the organization and to themselves. They concluded that the way employee engagement operates can take many forms. Therefore its description, meaning, and relevance can be varied yet essential for any organization to be effective in the long run.

The exhaustive literature available on this concept makes employee engagement even more nebulous, vague and abstruse. Its close association with concepts like motivation, satisfaction, commitment, organizational citizenship behavior makes this a concept an old wine in a new bottle. Keeping in mind the complex and enigmatic behavior of this concept, this paper explores the development of the construct by studying the different perspectives of employee engagement and its relationship with the organizational environment that derives from organizational culture, HRM policies and leadership styles of an organization.

RESEARCH METHODOLOGY:

The paper is intended to develop a practical model based on the identified drivers of employee engagement with a view to show their impact on organizational effectiveness. In order to do so, the various recent literature on this concept is included.

DRIVERS OF EMPLOYEE ENGAGEMENT:

Organisational Culture:

Organizational culture is a concept that incorporates the individual's attitude, thoughts, and behavior regarding work and non-work roles. (Pettigrew, 1979), (Ouchi, 1981), (Peters & Waterman, 1982) and (Schein, 1985) were few pioneers who brought into picture the concept of organizational culture with a view to developing healthy conducive organizational environment. It is an organizational system that incorporates procedures, structures etc., along with beliefs, norms, values, practices and shared assumptions. The following recent studies explain how organizational culture leads to organizational performance, employee engagement, and work engagement. (Ahmed & Shafiq, 2014) conducted a study to understand the Impact of Organizational Culture on Organizational Performance in the telecom sector in Pakistan propounded that various dimensions of organizational culture propounded by (Hofstede, 1980) viz, Power distance, uncertainty avoidance, individualism/collectivism, and Masculinity/ femininity influence organizational performance in terms of financial perspective, customer perspective, internal perspective and learning perspective by using balance scorecard of (Kalpan & Norton, 2010). Results of the study reveal that with higher uncertainty avoidance an organization can enhance its performance. When there is a power distance, employees seek their issues are addressed their supervisor. Great satisfaction with the work and supervisor are seen when there are collective workers, though there is some degree of individualism. Managers characterized by masculinity are result oriented and value final outcome. There is great agreeableness among works of the company that their financial position is enhancing, they are competing for customer satisfaction, the company is productive and it focuses on competing on innovation and technology. Such kind of positive result-oriented culture is possible when the employees are engaged to put discretionary efforts.

Similar kind of study was conducted by in 2017 with the aim of finding a linkage between organizational culture, and employee engagement, at Saudi banks. This qualitative research with grounded theory method reveals that training and development, organizational communication, reward, and recognition are factors of organizational culture that enable employee engagement (Mohammed Al Shehri, Patrick Mc Laughlin, Ahmed Al-Ashaab, & Rashid Hamad, 2017). Islamic culture of Saudi banks is one of the factors that influence employee engagement. The results advocate that Islamic culture influences the organizational culture of Saudi banks which is associated with employee factor. Another study of the association between work engagement and organizational culture of South African ICT Company was done in 2014 by Naidoo and Martins. The Correlation analysis of the study indicated a positive relationship between each of the variables (Leadership at organization, change management strategies, Management processes Employee needs and objectives and Means to achieve them, Goals and objectives, Environment which organization operate being it internal or external) of organisational culture and work engagement respectively (Naidoo & Martins, 2014). Regression

analysis under this study reveals that only three of the seven culture dimensions namely Goals and objectives, management processes and leadership show significant influence and these influence can be seen on the work engagement variables measured in terms of vigor, dedication, and absorption. Thus prove to be effective enough in making an organization, high in terms of engagement. Brenyah and Darko in 2017 brought into the picture that a culture with limited managerial control (Power Culture) where people contribution is the result of their commitment, unity, and solidarity. The results of the study also indicate that organizational culture contributes approximately 36% of variations in employee engagement among public-sector organizations in Ghana. All four kinds of organizational culture namely Achievement culture, power culture, and support culture have a significant effect on employee engagement unlike role culture (Brenyah & Obuobisa-Darko, 2017). Achievement culture has more positive influence than support culture on employee engagement. The study also supports that overemphasized and significant high power culture of an organization results in a reduction in the extent to which employees engage themselves. The recent study of Kalia and Verma in 2017 came up with the findings that all three dimensions of employee engagement viz, vigor, dedication and absorption positively influenced by Autonomy and experimentation (Kalia & Verma, 2017). An organization that manages and communicate factors of organizational culture (Leadership, procedure, systems of an organization, managerial style, worker work fit, realistic expectations, reinforcement, security, and communication) effectively may lead to a higher level of employee engagement that leads to the accomplishment of organizational goals and objectives (Jiony, Tanakinjal, Gom, & Sigantul, 2015). Another study on clan culture and commitment stated that clan culture in the restaurant industry of South Florida would not lead to intention to stay with the organization if the commitment is missing (Koutroumanis, Alexakis, & Datroor, 2015). Manetje and Marins in 2009 tried to establish a fact that affectively committed employees are more willing to establish a good relationship with the organization than other two types of committed employee namely continuance and normative commitment. (Manetje & Martins, 2009)

Leadership:

A systematic concept of establishing the directions and ensuring its adherence by the members of the leader organization or team give of their best to achieve the desired goals. Leadership is a complex process that incorporates defining a task, Achieving the task, and maintaining effective relationship (Armstrong, 2010). (Ulrich & Smallwood, 2007) emphasized that leadership brand as an organizational capability is an organizational responsibility to be introduced and maintained to help leaders to grow and develop. The following four studies throw light on how different leadership styles, roles, and responsibility of a leader ensure employee engagement. The conceptual paper based on secondary data of variously available literature written by Swathi in 2013 stated that communicating clear goals and direction and developing personal accountability for achieving goals are crucial for a leader to develop engagement level among employees. Trust factor, a clear plan, and its lucid articulation develops a sense of sincerity among employees that plan is being implemented effectively to extract benefits for employees and organization as a whole (Swathi, 2013). The paper also stressed that for effective and result oriented employee engagement, Leaders need to apply their leadership Essence and Form on four levels: Leading oneself (lead yourself before leading others), Leading others (one-to-one), Leading teams (one-to-group), and Leading a work culture (create a culture that enables the full engagement of employees). Team motivation and various leadership style were assumed to be closely related and major driving force of employee engagement, as propounded by Rahbi and others in 2017. Their study explored this phenomenon in Abu Dhabi healthcare sectors and opines that nonfinancial rewards, support, and encouragement of leader are essential for a team to be motivated and thus a leader must possess efficiency and potential and Team motivation strongly gets influenced by major leadership styles namely transactional, transformational, servant and authentic style (Rahbi, Khalid, & Khan, 2017).

A cross-sectional study to examine the relationship between Organizational Culture, Leadership Behaviour and Job Satisfaction was conducted among Taiwan hospital nurses by Tsai. The study used Leadership dimension of Strange & Mumford and Vroom's seven job satisfaction dimensions for this phenomenon. The result of the study demonstrated that leadership behavior was significantly positively correlated with job satisfaction and when the interaction between the leadership and employees is good,

the latter will ensure clear team communication and collaboration, and will also be motivated to accomplish the mission and objectives assigned by the organization, thereby enhancing job satisfaction (Tsai, 2011). A similar kind of study based on (Tsai, 2011) in the Nigerian hospital nurses adopted similar leadership and job satisfaction dimensions as that of Tsai. The study supports the findings that the leader's vision for teamwork promotes positive emotions at the workplace and thus increases work effectiveness and job satisfaction (Abiodun & Olu-Abiodun, 2017). This study also describes the leadership under four basic domains viz, leader's encouragement and support to subordinates, leader's clarification of vision to his/her subordinates, consistency of leader's behavior with his/her vision, and leader's persuasiveness in convincing subordinates to accept his/her vision to assess the relationship between leadership and job satisfaction. Another study aiming at Transformational leadership advocates that Transformational leadership with building trust, inspiring a shared Vision, encouraging creativity and emphasizing development leads to commitment (Naile & Selesho, 2014). An empirical investigation on transformational, transactional, and Laissez-faire leadership supports that Employees are motivated by transformational leadership approach where, a manager must focus to develop team orientation, respect, creativity, team orientation, and coaching and employee relation (Mengesha, 2015). (Khuong & Hoang, 2015) found that in an auditing company participative leadership is least related to motivation unlike Charismatic leadership with self-confidence, creating goals for job, communication and two-way relationship. A similar study by (Gopal & Chowdhury, 2014) & (Koppula, 2008) stressed the effectiveness of transformational leadership style for creating motivation and employee engagement.

HR Policies:

HR Policies and procedures ensure that HRM issues must be dealt with consistently in line with the value of the organization that caters to people's physical, psychological and emotional requirement at the workplace. HR policies differ with the procedure in a sense that policies are continuing and generalized guidelines that dealt with to ensure that an appropriate approach is adopted throughout the organization. It is formally expressed as an overall statement of the values of the organization. (Armstrong, 2010) states that HR policies may explicitly and implicitly refer to the requirement of Equity, Consideration, Respect, Organisational learning, performance through people, quality of work life and working condition that creates a conducive environment for a high level of engagement and effective organizational performance. Aktar and Pangil in their paper stressed on HRM practices namely job security, performance feedback and career advancement significantly positive related to employee engagement and their relationship gets moderated by the perceived organizational support. The results indicate that proper HRM practices at workplace ensure that employees are valued, appreciated and recognized in the organization. Career opportunity develops a feel among employee that the organization is interested in the progression of their employees while job security provides a feeling of security and being cared (Aktar & Pangil, 2017).

The study by Albrecht with others supports the findings of (Kahn, 1990) that to develop newcomer engagement, socialization programme must be planned keeping in mind psychological meaningfulness, psychological safety and psychological availability for a new entrant (Albrecht, Bakker, Gruman, Macey, & Saks, 2015). The paper also suggests that through learning, training, and development an organization can enhance its level of engagement by focussing on providing the optimal mix of job demands and resources; optimizing personal resources through training; and encouraging employees to engage in job crafting (Albrecht et al., 2015). Thus, an organization may find its direction and pave its way for attitudinal, behavioral and organizational outcomes though wisely designed and controlled performance management. The results of a study by Osibanjo with other found that satisfaction on current job can be achieved through working conditions by ensuring job security of workforce and adequate staff level in the organization, employee retention through various interventions can generate higher satisfaction level among employees down streaming employee engagement (Osibanjo, Kehinde, & Abiodun, 2012). Another study in 2013 evaluated the impact of HRM practices on organizational commitment of employees in various sectors. This study by Lamba & Choudhary finds that HRM practices such as compensation, training and development and employee participation can significantly influence and enhance organizational commitment in the banking industry. Bent in 2016 came with an

idea of ability enhancing HRM practices namely selection and training to increase employee's vigor, dedication and absorption at work (Bernt, 2016).

Employee Engagement:

The concept of engagement can be described in terms of the interest of the people and positive attitude, excitement, exercising discretionary behavior, being motivated to achieve a high level of performance in terms of specific job or task. This engagement is described as a "job engagement". Various authors and writers have defined engagement in terms of involvement, satisfaction, enthusiasm, vigor, dedication, absorption, socialization etc. at work. (Gallup, 2009) defined engagement as *the individual's involvement and satisfaction as well as enthusiasm for work*. (Maslach, Schaufeli, & Leiter, 2001) characterized the engagement in terms of Vigour, dedication, and absorption at the workplace as a positive work-related state of mind. The other dimension of engagement is an organizational engagement that ponders on attachment to the organization as a whole. The Conference Board of the United States (2006) defined employee engagement as "the close association and feeling that an employee has for his or her organization." Employee engagement is a "positive attitude held by the employee towards the organization and its value" (Robinson, Perryman, & Hayday, 2004).

Author	Definitions of Employee Engagement
(Kahn, 1990, p. 694)	"The harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance."
(Balain & Sparrow, 2009)	"Engagement happens when people are committed to their work and the organization and motivated to achieve high levels of performance. It has two interrelated aspects: first, job engagement, which takes place when employees exercise discretionary effort because they find their job interesting, challenging and rewarding; and second, organizational engagement, when they identify with the values and purpose of their organization and believe that it is a great place in which to work"
(Corporate Leadership Council, 2004)	"The extent to which employees commit to something or someone in their organisation, how hard they work and how long they stay as a result of that commitment."
(Mercer, 2007)	"A state of mind in which employees feel a vested interest in the company's success and are both willing and motivated to perform to levels that exceed the stated job requirements. It is the result of how employees feel about the work experience – the organisation, its leaders, the work and the work environment."
(Blessing White, 2008)	"Maximum job satisfaction' and 'maximum job contribution."

Source: compiled from different sources

Organisational Effectiveness:

Organizational effectiveness is a concept which is nothing but an efficiency of an organization or association through which it is able to attain desired results or goal. The concept of organizational effectiveness finds its close association with organizational efficiency but with a slight difference that former is more inclined towards human side of organizational values and activities, on the other hand, latter concentrates on the technological side. Organizational effectiveness is about achieving predetermined organizational goals which refer to profitability through high productivity and employee morale. The effectiveness of an organization can be measured on various variables like profitability, productivity, customer loyalty, retention, absenteeism, moral, motivation, satisfaction, well-being of employees, safety, clarifying expectations of employees etc. However, none of the single variables is exhaustive in itself to make an organization effective enough. Employee engagement can prove to be the major variable that can measure and ensure organizational effectiveness. Numerous studies advocates and have stern opinion that employee engagement does influence profitability (Taleo Research, 2009);

(Harter, Schmidt, & Hayes, 2002), productivity (Taleo Research, 2009); (Harter, Schmidt, Killham, & Agrawal, 2009), safety (Harter, Schmidt, Killham, & Agrawal, 2009); (Ronald, 1999); (Health and Safety Executive, 1995), retention (Haid & Sims, 2009); (Towers Perrin, 2003), customer loyalty (Haid & Sims, 2009); (Harter, Schmidt, Killham, & Agrawal, 2009); (Gonring, 2008) and health and well-being (Mauno, Kinnunen, & Ruokolainen, 2007); (Rothbard, 2001) of employees. (Taleo Research, 2009) advocates that an organization with high employee engagement may observe 26% increases in their revenue per employee along with a 13 % rise in total returns to shareholders. His research also found that highly engaged employees prove to be productive and are the top performer of an organization. Top 25% organization in terms of employee engagement witnessed a 16 % increase in their profit as per Herter et al study conducted in 2009. His Meta-analysis also reveals that a significant drop of 18% in productivity was found between the top and bottom performer. (Harter, Schmidt, Killham, & Agrawal, 2009) Meta-analysis found that the top 25% organization in terms of employee engagement has 49% less safety incident in contrast to the bottom 25% organization. Ronald 1999 study reveals that up to 41% fewer safety incidents have been encountered in the health sector with engagement. (González-Romá, Schaufeli, Bakker, & Lloret, 2006) have shown that “engaged employees work more safely” unlike non-engaged employees who are more subject to "burnout". Employees with no emotional connection with the job are more susceptible to switch to a job offering higher remuneration and flexible working conditions (Haid & Sims, 2009). Top 25% of companies on the engagement level had 12% more customer ratings than that 25 % of companies at the bottom of engagement level, revealed by Meta-analysis of (Harter et al. 2009). (Mauno et al., (2007); (Rothbard 2001) and other researches opine that engagement may result in the positive health of an employee that fosters positive feelings effects and positive feelings towards work and the organization. Gallup reported that 62% employees high in terms of engagement state that positive effect of their work, do effects their physical health. Gallup also suggested that an employee's perception of the organization as a healthy place to work increase the employee's level of support for their organization.

RESEARCH GAPS:

The plethora of literature on employee engagement exhibits various definitions of this construct. Various corporate organizations perceive employee engagement as an organizational output. Inconsistency has been observed about the type of employee engagement used in the literature. Where some authors have defined employee engagement as a psychological concept others were focussed on the behavioral aspect of employee engagement. Few studies also have seen this concept as a blend of a cognitive, behavioral and emotional aspect of employee engagement. Looking at the various literature, one can assimilate that it is a multi-dimensional concept with different dimensions and antecedents of engagement that leads to various consequences. Another gap that was most prominent in the literature was distinctness of employee engagement with satisfaction, commitment, motivation, and organizational citizenship behavior. There has been a debate that employee engagement is a new concept or just a new old wine in a new bottle. In this paper also we have reviewed papers that focussed on commitment, satisfaction, and motivation as there is a dearth of knowledge available on the concept of employee engagement per se. Inconsistency was also observed when deriving drivers of employee engagement. Majority of the study was conducted to establish a relationship between organizational culture and employee engagement or with leadership and HR policies. There are no studies that incorporate all these three factors together to derive employee engagement. There was a lack of clarity about leadership to be included in organizational culture or as a separate factor to be considered for employee engagement. Literature reveals that there is vagueness when it comes to the organizational culture of an organization. What all must be included under organizational culture is also unclear. It is the only vision, belief and a value of an organization or it is pre-planned organizational practices and principles that develops conducive environment. Though literature clearly mentions that training and development, socialization, reward and recognition, and working conditions are major HR practices that pave the way of employee engagement yet these practices are not universally accepted and applied. However, these are effective in most of the cases. Since there are numerous gaps and inconsistency with the literature available about the construct of employee engagement yet literature included here gave some clarity about the concept and helped in developing a

conceptual model that has relevance in the global competitive environment. Based on the literature review, following (figure 1) conceptual model of employee engagement has been provided to bring lucidity about the concept.

OBJECTIVE OF THE STUDY:

The basic objective of the study is to develop a model explaining the role of drivers (Organisational culture, leadership and HR policies) on employee engagement and organizational effectiveness.

Conceptual Framework: DEO Model of Employee Engagement:

The findings of the literature are attempted to be summarised in a conceptual framework called the DEO Model of employee engagement. This DEO model of employee engagement explains the relationship between D (Drivers), E (employee Engagement) and O (Organisational Effectiveness). This model has been explained in figure 1 given below. The drivers discussed here are organizational culture, leadership and HR policies are so imperative in an organization to develop a sense of belongingness with the organization and putting extra discretionary efforts by employees so that an organization can become effective enough that caters to the need and expectations of its every employee withstanding its own goal and targets.

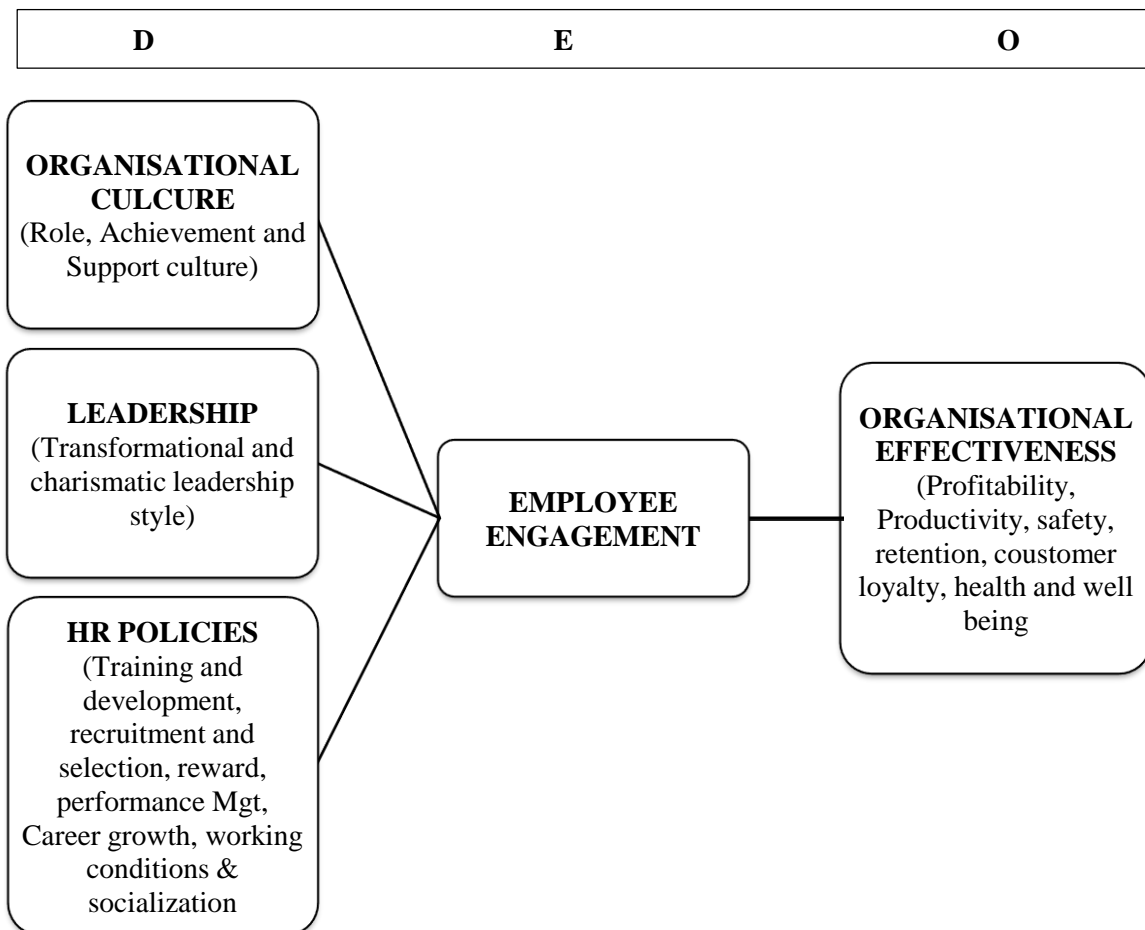


Figure 1: DEO Model of Employee Engagement

Organisational Culture → Employee Engagement:

After a thorough review of the literature, organizational culture can be defined as the climate of an organization in terms of its values and behavior that differentiate it from other organization. Though the concept is too unclear and difficult to describe as it encompasses various variables and factors yet it is

of utmost importance to be considered and managed to develop a high degree of employee engagement. Studies included here include various organizational culture styles that may lead to employee engagement. The proposed components of organisational culture that are catalyst to employee engagement are achievement culture where individual of a group are inclined towards achieving goals and target, Role culture which is characterised by structure mechanism where clear goals, procedures, and objectives occurs, Support culture which is defined as collaborative, amiable, helpful and trust culture where there are good communication and harmony. The study shows that power culture also has some effect on employee engagement, but when there is huge power distance employees are more susceptible to be alienated from job or organization.

Leadership → Employee Engagement:

Employees are a human resource of an organization that define its shape and direction, and these human resources are the shepherd by a leader to follow a path that leads to organizational goals keeping individual's interest in mind. To make employee engaged, committed and satisfied a good leader plays a significant role. Since a leader is the first superior in a hierarchy, he needs to be competent enough to bring the best form its team member. The literature available here advocates and proposes that to make an organization effective through engaged employees an organization must adopt the Transformational style of leadership. The transformational style of leadership is characterized by inspirational qualities along with creativity and trust. A transformational leader works to change the system by providing the required autonomy and authority to its team with clear goals and directions. Transformational leader possesses good communication skills as he has to articulate the vision and procedure. He must be clear and consistent with his behavior. A transformational leader believes in maximizing his team's capability and capacity. The study also proposes that along with transformational a leader should be charismatic also with his charm and persuasiveness to drive conviction and commitment within his team member.

HR Policies → Employee Engagement:

HR practices are the bundle of activities that helps in enhancing satisfaction, capability, commitment, motivation, organizational culture, and organizational effectiveness. It is a system, a process or norms to get things done from employees. A good organization stands alone because of its good HR practices. HR practices must be evaluated, reviewed, revised to enhance its effectiveness and efficiency. HR practices include the number of practices ranging from recruitment and selection of newcomer to his socialization, leaning, training, and development, performance appraisal, compensation, motivation, and retrenchment. HR practices include all those activities that start even before a newcomer enters into an organization and remains to continue even after he leaves the organization. Various HR practices proposed here include recruitment and selection, training and development, career advancement, job security, feedback, working conditions, performance management, and socialization. Out of these HR practices, literature support that recruitment and selection, training and development, career advancement and rewards significantly influence engagement level at an organization. During recruitment and selection attitude and personality of an individual must be examined carefully to assure his engagement to work and organization. Performance management system also plays a crucial role in how an employee perceives their job and organization. Traditional Performance evaluation system is getting switched with new practices with constant and regular feedback and support. Through socialization and organization can provide an opportunity for its new entrant to identify his/her strength and align with organization's requirement and culture. When new entrants feel linkage between an organization's requirement and their signature strength, they feel more engaged and thus less stress, greater quality of purpose and meaning at work and more retention. Apart from this training and development, compensation and motivation techniques also inculcate a sense of belongingness with work and organization among employees.

Thus this conceptual model (DEO Model of employee engagement) helps to identify major drivers and their variables that helps in construct of employee engagement that can further make an organisation effective enough to increase its productivity and profitability, build loyal customer base, ensure less accidental incidents at work (safety), health and well-being of its employees and increased retention level within organisation. Since employee engagement gets driven by three major

drivers like organizational culture, leadership and HR policies, their impact will be visible gradually but benefits and advantages will be long-term. Therefore to ensure highly engaged employees, an organization must blend these three drivers judiciously and wisely. No single drivers can prove to be competent enough in isolation to enhance employee engagement to that level where an organization can become effective, profitable, competitive and successful.

CONCLUSION:

After reviewing various literature available on employee engagement one can assimilate that employee engagement are a complex and vague concept defined under different perspective and different organizational conditions. Though the construct of employee engagement lack precision in conceptualization yet research show that employee engagement has a significant impact on organizational performance and its effectiveness. Research articles included here define that conducive and positive organizational culture leads to a higher level of employee engagement. Power distance, uncertainty avoidance, collectivism, role culture, achievement culture, and support culture significantly affect organizational performance and thus have an impact on employee engagement. On the other hand, the quality of a leader of being communicative, accountable, trustworthy, supportive, consistency with his behavior develops a sense of attachment among team member that their leader has concern for them and works for their interest. Imparting clear vision and encouraging employees towards the attainment of their personal goals while working towards organizational goals ensure motivation, commitment and hence employee engagement. Job security, feedback, career advancement, working conditions, and participation are few essentials practices to be adopted under HR policies to inculcate a sense of motivation, vigor, dedication, and commitment in employees to ensure retention, better performance, harmony, profitability, and productivity. This study was an attempt to summarise the recent literature on employee engagement that finds its close association with organizational culture, leadership, and HR Policies, but this study is not exhaustive in itself as the study intentionally included the latest research papers whose study was conducted in a different environment/ industry, different region with different measurement tools. Along with these differences, the differences in interpretation by researcher might be possible. Since organizational culture, leadership, HR policies inculcate numerous dimensions and drivers; inclusion of all of them was not possible. Though utmost care has been taken to ensure the practical universal applicability of the proposed research model, yet its generalization and universality can be questioned since studies included here is limited in number and from the scattered region. In a nutshell employee engagement is a new concept that still not be defined in context with various organizational factors that contribute towards organizational performance and effectiveness. The study clearly elucidates that Organisational culture, HR Policies, and leadership are three basic factors, if wisely and judiciously managed and planned, may contributes towards employee engagement which is precursor for productivity (Taleo Research, 2009); (Herter et. al. 2009), profitability (Harter, Schmidt, & Hayes, 2002); (Towers Perrin, 2003), retention (Haid & Sims, 2009); customer loyalty (Gonring, 2008); (Harter, Schmidt, Killham, & Agrawal, 2009), safety (Ronald, 1999); (Health and Safety Executive, 1995); (Lockwood 2007). The proposed DEO Model of employee engagement will help in bringing clarity about the concept and its drivers and how it can prove to be a measure of organizational effectiveness. This model will provide practical applicability how organizational culture, leadership and HR Policies drives engagement.

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