



Employee Engagement in Government Institutions

إشراك الموظفين في المؤسسات الحكومية

by

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ABSTRACT

Employee engagement has attracted the attention of scholars and specialists in human resource management over recent years and involves the implementation of approaches that aim to create strong emotional ties between employees and the organizations for which they work to improve organizational outcomes.

Hence, this dissertation conducts a comprehensive analysis of employee engagement in government institutions from a broad perspective to include both its negative and positive impacts on organizations and employees, factors that limit its implementation, its overall prevalence in the corporate environment, and the role of corporate leadership in ensuring its promotion. The findings include the advancement of a practical model for employee engagement which develops the idea for applications in organizations.

The dissertation gives a detailed report of the study that involved primary research with participants from whom data was collected using surveying and interviewing research instruments. The sample size achieved was 93. Thereby, it establishes the paramount resources and activities needed for enhancement of employee engagement and achieving an overall increase in the quality of services.

ملخص

في ظل التطور الوظيفي ومجالات الاعمال في السنوات الأخيرة بدأ المتخصصين بالاهتمام في مسائل إدارة الموارد البشرية. فكان لا بد على المؤسسات وقطاع الموارد البشرية بالتحديد من إيجاد وتبني نهج معين تهدف لبناء علاقات قوية بين الموظفين والمؤسسات الحكومية التي يعملون بها. تقوم هذه الأطروحة بمناقشه وتحليل أهمية مشاركته الموظفين في المؤسسات الحكومية من جهات مختلفة وتشمل التأثيرات الإيجابية والسلبية لهذه المشاركة والعوامل المؤثرة في تنفيذها. كأنها تتطرق لأهمية دور القيادة في تفعيل المشاركات الوظيفية وتعزيزها. خرجت هذه الدراسة بتقرير مفصل من خلال الأبحاث وجمع بيانات من خلال مستجيبين يعملون في مؤسسات حكومية في دولة الامارات العربية المتحدة من فئات وظيفيه مختلفة بلغ عددهم 93 بين موظفين وإداريين ومدراء. أدوات البحث المستخدمة كانت المسح الميداني والمقابلات. كما تم دعم النتائج النهائية التي تم الوصول اليها باستخدام مصادر شرعيه ودراسات حديثه تدعم المناق.

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CHAPTER 1. INTRODUCTION

1.1.Purpose of the Study

The primary purpose of this dissertation is to find out the various strategies that are achievable to enhance employees' engagement in the execution of their professional mandates in governmental institutions. Basically, the research study will focus on the analysis of operational systems, human resource management practices, organizational culture, and employee motivational programs that can be adopted by government institutions in order to achieve optimum employee engagement in their jobs.

1.2 Research Objectives

- To determine the strategies that are embraceable to enhance the levels of employees' engagement in their work.
- To determine the impact of employees' engagement in their jobs on productivity and efficiency.
- To determine factors that limit employees' engagement in government institutions and outline strategies that can be used to mitigate them.
- To outline an operational framework that can be implemented to attain high levels of employees' engagement in government institutions.

1.3 Context of the Study

Macey and Schneider (2008, p. 16) defined employee engagement as the emotional commitment that an employee has towards an organization for which they work, especially with regards to the attainment of its short and long-term goals. Essentially, employee

engagement refers to a concept of business management, which describes the levels of enthusiasm as well as dedication of workers towards their jobs and their employers. This sentiment is supported by MacLeod and Clarke (2009, p. 47) who asserted that employee engagement not only instills the sense of care among employees but also makes them enthusiastic and positive towards the overall performance of the company. Principally, studies by Macey and Schneider (2008, p. 16) and MacLeod and Clarke (2009, p. 47) pointed out clearly that employee engagement involves the establishment of emotional commitment among employees, which encourages them to care beyond their paychecks and focus on their jobs as well as the general success of the companies for which they work.

Furthermore, employee engagement motivates workers to commit to their jobs not because of the prospective promotions and/or potential organizational benefits like salary increments and entitlements to high productivity bonuses; but for the principle aim of giving their best on behalf of the organization with the sole objective of attaining organizational goals (Luthans & Peterson 2002, p. 381). For instance, an engaged employee is likely to work overtime not because he/she is asked by the management or is motivated by extra pay, but because s/he finds it to be the most appropriate decision that will steer the company towards the realization of its ultimate goals at that particular time. With that, it is justifiable that employee engagement is one of the most effective organizational management strategies that can lead to better business outcomes like high productivity and efficiency.

Albrech (2011, p. 7) further asserted that employee engagement is an organizational management strategy that aims at creating favorable workplace conditions for all employees to realize their optimum potential, commit to organizational goals and values,

feel motivated to contribute to overall organizational success, and have an enhanced sense of their wellbeing. Since this approach to management is built upon trust, integrity, and two-way commitment between employees and the organization, it significantly increases the probability of business success. Moreover, employee engagement creates a platform from which workers get a clear understanding of organizations' objectives and goals and recognize their role in contributing towards the attainment of these ultimate goals.

Employee engagement is equally about involving workers in the process of policy development in order to assist them to have an emotional connection with the goals of the organization (Lockwood 2007, p. 6). This emotional connection helps to create the sense of accountability among employees, especially because it gives them confidence to own the decisions of the organization and be part of the organizational goals right from the goal-development to goal-attainment stages of organizational operations. Additionally, employee engagement often makes workers feel empowered, supported, appreciated, and trusted to lead the organization to its ultimate success. As a result, employee engagement inspires workers to feel proud of the organizations for which they work, and that eventually enhances the levels of employee loyalty (Lockwood 2007, p. 9). Basically, employee engagement positively influences workers to desire the success of the organization, a factor that normally makes them great advocates of their organizations among clients, customers, and the market at large.

1.4 Research Rationale

Given that employee engagement facilitates the establishment of an emotional connection between them and their organizations (Gruman & Saks 2011, p. 124), it is certain that it contributes significantly in improving the rates of employee turnover.

Therefore, this dissertation aims to extensively analyze the concept of employee engagement in government institutions to include its benefits vis-à-vis drawbacks, its impact on employee turnover, the framework of its implementation, and its impact on the organization's profit margins.

1.5 Problem Statement

1.5.1 Main Problem(s)

This dissertation will focus on finding solutions for a number of problems that are related to the topic of study with the main ones being:

- Studies have showed that high levels of employee engagement lead to an increase in an organization's profit margins by an average of 6% (Lockwood 2007, p. 11); while the lack of it limits the ability of employees to attain their optimum potential.
- In essence, employee engagement encourages workers to feel as being part of the organization's long-term vision, a factor that consequently increases their individual and collective desire to deliver their very best in order to attain the organization's goals.
- Ultimately, the failure to directly engage employees in an organization's operations makes them feel unappreciated and unvalued, and that eventually damages their sense of accountability and ownership of key organizational decisions, which consequently makes them unwilling to go out of their way to ensure overall organizational success.

1.5.2 Sub-problem(s)

The following sub-problems will be addressed

- Corporate leaders, mostly in government institutions, are naïve about the significance and drawbacks of employee engagement in workplaces; hence, they should be coached on this approach of organizational management in order to have them incorporate it in to their management systems.
- Corporate leaders have been unable to differentiate clearly between employee satisfaction/happiness and employee engagement. They often focus on developing happy teams of human resources rather than bringing in the emotional connection between employees and organizations.
- The predominant assumption that employee engagement is a risk factor for conflicts of interest in organizations, especially between corporate leaders and junior employees, has derailed its adoption in organizational management systems.

1.6 Significance of the Study

This section of the dissertation will analyze the specific importance of the study.

1.6.1 The Benefits of Adopting the Management Approach of Employee Engagement in organizations

This study explains the benefits that come with the adoption of employee engagement in organizational settings among them improved levels of employee satisfaction, high employee productivity, enhanced employee retention rates, increased profitability, and improved innovations.

1.6.2 The Drawbacks of Employee Engagement

While employee engagement has numerous benefits, which clearly outweigh its drawbacks, it is undoubted that it also has recognizable challenges. Among the main challenges of this approach of organizational leadership are increased risks for conflicts of interest between employees and the management, and miscommunication among human resource teams. Essentially, inasmuch as the principal purpose of this study is to advocate in favor of an employee engagement approach to leadership in organizations, it identifies the possible challenges that may arise with this approach in order to enable corporate managers to make well-informed decisions on whether or not they should adopt it.

1.6.3 The Impact of Employee Engagement Approach on Employee Turnover

Given that employee turnover has become an issue of major concern in the corporate world, many corporate leaders have developed a special interest in factors that can significantly lead to high rates of employee retention. Therefore, this dissertation extensively analyzes the impact of employee engagement on employee turnover. In a nutshell, the dissertation explains how an emotional connection between employees and the organization ties them to its (organization's) long-term goals and ultimate vision, which eventually increases their desire to stay with the organization for the longest time possible in order to be a significant part of its overall success.

1.6.4 The Framework for Achieving Employee Engagement in Organizations

This dissertation outlines the various approaches as well as practices that can be implemented by corporate managers to attain high employee engagement. Basically, the study points out that the use of a multi-faceted approach is an appropriate strategy for achieving high levels of employee engagement. Among the best employee engagement

practices outlined in this research study that are adoptable in organizational settings are the demonstration of senior team commitment, development of a well-planned organizational cascade strategy, adoption and communication of clear yet practical definition of employee engagement, and conducting an appropriate engagement survey on a regular cycle with the main aim of achieving improved internal results, and equipping corporate leaders with the skills that they need to understand and implement team engagement (Shuck & Wollard, 2010, p. 95-101).

1.7 Research Questions

The main research questions that will guide this study are:

1. What are the factors that limit employee engagement in organizations, and how can they be mitigated?
2. What is the impact of employee engagement on efficiency and productivity at workplaces, particularly in government institutions?
3. Which is the most appropriate framework adoptable in implementing employee engagement in organizations?

1.8 Data collection

The data collected from four government institutions. Essentially, corporate leaders and employees of the four government institutions were directly involved in this research study, and their opinions represent those of the entire public sector and the evidences cover the UAE region since the primary data collection is conducted solely in the UAE. Therefore, the evidence attained from the primary set of data collected is based on a potentially illuminating set of case organizations operating under different circumstances

based on their sizes, financial positions, and corporate cultures. It is envisaged that this case study design will assist with ensuring that the study is accurate and reliable.

1.9 Small Sample

This research involved 93 respondents from four different government institutions. The findings of the study represent the situation of employee engagement in various government institutions. Thus, given the commonly propounded assertion that a large sample size leads to better representation of the sample population, which eventually translates into more accurate findings of the study (Bartlett, Kotrlik & Higgins 2001, p. 43); it is certainly that the reasonable sample size used in this dissertation study contributes to its findings being realistic and reliable. In addition, the fact that the sample size used in this research study came from employees of diverse government institutions shows that the sample population that this study represents is greatly inclusive. Therefore, the relatively large sample size used in this study makes its findings more representatives, especially concerning the fact that it elicited the opinions of employees and managers from four different government institutions to bring diversity in its findings.

1.10 Reliance on Secondary Data

This research study uses information from previously published sources such as books and professional journals to support and justify these findings. In particular, the dissertation has an extensive literature review, which analyzes the concepts on the topic of study that were published by qualified professionals in this field. This (secondary) data was fundamental in contributing to the findings of the study particularly in giving evidence-based explanations and reviews of different ideas that were collected from the respondents of the study. Moreover, secondary data was used to develop the framework of the study.

Therefore, secondary data support the findings of the study and make the information feasible and reliable.

1.11 Assumptions

While completing this research study, several assumptions will apply. These are:

1. Respondents will be honest, candid, and genuine in answering the questions given to them in order to collect accurate data that will be used in the study.
2. Employee engagement in all public institutions is the same; hence, the data collected from respondents identified in this study represents the situation in all government institutions.
3. Respondents have a sincere interest in taking part in the study, and are not influenced by such outside-the-study issues as the fear of retaliation from their employers for giving their open and authentic responses to the questions.
4. The sample's criteria for inclusion in the study are appropriate; hence, the identified respondents have the required professional knowhow and experience needed to give expert responses to the questions.

1.12 Definition of Terms

- Discretionary effort- the amount of effort that people could give if they wanted to, which is often above and beyond the minimum required.
- Corporate leadership- the top of the executive structure of a company, which normally includes the public sector organization's managers and supervisors. Corporate leadership is often responsible to develop organizational policies and oversee their implementation.

- Employee engagement- the extent to which employees of a given organization feel passionate about their jobs, are committed towards the attainment of the organization's ultimate goals, and apply discretionary effort to achieve them.
- Sample size – the measure and/or number of individual samples that were used in the survey or experiment. Basically, sample size is the number of respondents involved/used in this survey.
- Primary data- data collected directly from first-hand experience. Essentially, this type of data is obtained through the direct effort of the researcher, in this case, through the survey method.
- Stretch goals- organizational goals that cannot be achieved through small or incremental improvements, but through extending the limits of employees. Basically, stretch goals are targets whose objective probability of attainment may seem impossible given current capabilities yet can be actualized through discretionary efforts.

CHAPTER 2. LITERATURE REVIEW

2.1 Introduction

According to Jenkins and Delbridge (2013, p. 2681), employee engagement is a workplace management approach that results in the establishment of favourable conditions for employees to deliver their best on each working day, commit their efforts and minds to the values and goals of the organization, and feel motivated to contribute at optimum levels towards the organization's success. In essence, employee engagement is characterized by the sense of full involvement in the organization's operations and feeling enthusiastic about the job of an individual employee. This implies that employees who are truly engaged in their workplaces are usually attracted and inspired by their work, committed to their organizations, and fascinated by their workplace obligations (Macey and Schneider (2008, p. 27). Moreover, engaged employees often care about the future of their organizations more than their paychecks and are usually willing to invest discretionary effort with the principal aim of seeing the organization succeed (MacLeod & Clarke 2009, p. 21).

Luthans and Peterson (2002, p. 385) and Albrech (2011, p. 12) pointed out that there is a widespread agreement among today's scholars that employee engagement leads to strong emotional connections as well as cognitive vigilance between workers and the organization. The emotional connection is often nurtured by constant involvement of employees in the decision-making process of the organization, which attaches their whole being to the values, goals, and visions of the company. It also encourages employees to own the decisions of the company, a factor that subsequently gives them the sense of commitment towards the attainment of the short and long-term goals of the company. On the other hand, cognitive vigilance, which occurs as a result of employee engagement,

makes them conscious of the operations of the organization more than their personal interests. This means that engaged employees would give the best interest of the organization the first priority of their career lives and other personal interests such as organizational promotions and improved paychecks come afterwards (Albrech 2011, p. 19).

Nonetheless, the levels of employee engagement in today's corporate world are very low and are getting lower with each passing day. This is supported by statistics from the study by Gallup that only 30% of employees in American corporations are well engaged. Furthermore, a study by Kevin Sheridan affirmed that companies that have recorded the highest rates of employee engagement in the U.S. only have about 38% of their employees actively engaged (Gallup 2016). Based on these statistics, it is deducible that only a small percentage of employees in American companies work with passion and feel profoundly connected with their companies. The same study by Gallup also showed that about 54% of American employees are not engaged with a further 17% being actively disengaged (Gallup 2016). Gallup (2016) further showed that a staggering 87% of employees throughout the world are not engaged. The levels of employee disengagement in today's workplaces is made worse by the widespread use of the Internet, which often keep employees busy on non-work related tasks like chatting with friends on social media platforms and watching movies and other interesting video during working time.

The low levels of employee engagement mean that American companies lose an average of \$500 billion each year due to lost productivity. This colossal loss is attributed to such practices as high rates of employee absenteeism, high prevalence of workplace accidents, and increased healthcare costs, which collectively occur as a result of low (or

lack of) employee engagement in workplaces (Jenkins & Delbridge 2013, p. 2673). Furthermore, low levels of employee engagement tend to make workplace responsibilities a repeated routine, and consequently jobs becoming monotonous for ambitious and talented employees, a factor that eventually translates into high rates of employee turnover (Shuck & Wollard 2010, p. 99).

Therefore, since low levels of employee engagement in organizations lead to low productivity and profitability, and the underutilization of organizations' human resources; it is undeniable that low levels of employee engagement are a massive organizational management concern for corporate leaders across the world. This is crucial because disengaged people do not execute their mandates with passion and enthusiasm, hence, they will hardly exert any extra effort to ensure the success of the organization. Such employees are also likely to misuse organizations' resources such as the Internet by visiting sites that do not add any value to the organization, but wastes precious time that would otherwise be used to perform tasks that are intended to improve organizational performances (Luthans & Peterson 2002, p. 386).

2.2 Definition of Topic/Background of the Discussion

Employee engagement is the emotional connection that an employee feels towards his/her organization. Often, employee engagement influences the behaviours as well as levels of effort that employees are willing to allocate to their work-related activities. Basically, the more engaged an employee is with the organization, the more effort he contributes (Bhatnagar 2007, p. 647). This approach of organizational management has become widespread in the modern-day business environment particularly because it creates

an employment relationship that brings mutual gain to both the organization and its employees.

Seijts and Crim (2006, p. 4) suggested that employee engagement is critical to an organization's success mostly because actively engaged employees are bound to be productive and higher performing in their workplaces. Corporate leadership has the core responsibility of encouraging employee engagement in organizations. Among the main strategies through which they can encourage this vital approach to leadership are the communication of the organization's goals, mission, vision, and expectations to employees in a clear and understandable way, providing rewards and advancements for employees who produce excellent performances, providing feedback to employees regularly, and updating employees about the progress and overall performance of the company as regularly as possible (Markos & Sridevi 2010, p. 89). Other management strategies that are feasible to encourage employee engagement in workplaces are the development of trust between employees and the management through openness in communication, ensuring that employees feel valued since their contribution is key to the organization's success, providing opportunities for career growth and development within the organization, and persuading employees to feel proud about their organization and wanting to identify with it (Gruman & Saks 2011, p. 131).

While studies have confirmed that high employee engagement can create a competitive advantage for organization it is apparent that corporate leaders have not given this approach to organizational management the attention that it deserves. This is evident from the findings of numerous published surveys on the topic, which show that while 87% of employees across the world are actively disengaged, only 14% of them are highly

engaged in their workplaces. Other surveys have as well observed that the levels of employee engagement are low in the developed and underdeveloped countries alike. For instance, a study by Gallup showed that about 30% of employees in the U.S. are actively engaged in their jobs while another study by Towers Perrin showed that only 17% of Canadian employees are highly engaged in their workplaces (Jenkins & Delbridge 2013, p. 2681-2685). On the contrary, the studies by Gallup showed that 54% of American employees are not engaged in their workplaces and another 17% of them are actively disengaged. In the same spirit, a study by Towers Perrin showed that 66% of Canadian employees are moderately engaged in their workplaces with a further 24% being actively disengaged (Jenkins & Delbridge 2013, p. 2686).

Based on the above statistics, it is notable that organizations across the world are greatly underutilizing their human capital. On average, only 14% of employees throughout the world give their utmost in their workplaces with the sole motivation for the discretionary effort being the best interests of the company for which they work. Therefore, it is justifiable to argue that one of the greatest challenges that the global corporate world is currently experiencing is the failure to actively engage its employees. This failure not only has a significant negative impact on the profit margins of the organization but also on the productivity and employee turnover rates of companies (Council 2004, p. 92). Therefore, this dissertation research is aimed at extensively analyzing the concept of employee engagement to include its benefits and challenges, the role of corporate leadership in encouraging it within organizations, and most importantly, to propose a comprehensive framework through which to implement it in government institutions.

2.3 Factors that Drive Employee Engagement in Government Institutions

2.3.1 Connection between the Management and Employees

It is paramount for corporate leaders to show that they value their employees and appreciate their contribution towards the general success of the organization. Basically, just as Seijts and Crim (2006, p. 5) explained, employee engagement is usually a direct reflection of how employees feel about their relationship with their bosses. In essence, if the relationship between employees and the management is fractured, there is no amount of paychecks and work-related benefits that can persuade employees to perform at maximum levels in their organizations. Therefore, in order to have employees engaged at their workplaces, it is vital that the management adopts practices that will ensure the establishment of good working relationships between corporate leaders and employees.

Several factors determine the relationship between employees and the management. For instance, the communication systems embraced by the organization can influence the relationship between management and employees. Apparently, the adoption of a good communication system, which allows for democratic dialogue among all stakeholders of an organization where everyone has the right to speak out their minds to the target audience and be heard, is an effective strategy through which to nurture a good relationship between employees and the management. Through such a system of communication, employees are able to share their grievances, opinions, dissatisfaction, complaints, and compliments with the management without fear or favour. Democratic dialogue also includes extensive consultation of employees on the direction of the company. For example, if an organization embraces a democratic dialogue system of communication, its management is directly obliged to involve employees in the development of the organization's short and long-term goals, and clearly share with them the mission and vision of the company and consequently

convince them to internalize it and be party to its achievement. As a result, employees are more likely to feel appreciated, valued, and directly involved in the operations of the organization, a factor that consequently enhances their engagement levels towards the organization.

The adoption of proper conflict resolution systems is also an important strategy with which corporate leaders in government institutions can establish good working relationships between the management and employees of an organization. While it is undisputed that all organizations are subject to internal disputes, it is the role of the management to employ a dispute resolution system that is not biased in any way and will bring harmony among the conflicting groups in mutually acceptable ways. Hence, if the management is able to resolve disputes that arise among employees in ways that leave everyone happy and contented, it is very likely that all employees will feel valued and accepted, and that will eventually motivate them to perform to the best of their abilities on each working day in order to realize the optimum success of the organization (Zaccaro 2002, p. 101). Therefore, in order to establish a good working relationship between the management and employees, organizations must develop and implement operational systems that not only claim that ‘employees are our most valuable assets,’ but also walk this talk.

2.3.2 Provision of Opportunities for Career Growth and Development

It is no doubt that the majority of employees desire to grow their careers. In order to fulfill this desire, corporate leaders ought to provide employees with challenging and meaningful work that offers them an opportunity for career advancement. According to Mani (2011, p. 15), most employees, especially the highly talented and top performing

workers, want to experience new challenges in their workplaces. They usually want to do new things that will facilitate faster growth and development of their careers. Hence, to satisfy their desires, corporate leaders need to embrace a management system that will enable such employees to encounter new challenges and advance their skills in order to become better professionals.

For example, the management of government institutions should embrace management systems that provide for job rotation for their top talents. With this strategy, highly capable employees will be given an opportunity to experience new workplace challenges by working in different offices and departments of an organization based on their technical skills and professional qualifications. By so doing, employees will not only break the monotony of working in the same day-in-day-out routine, but also get the opportunity to advance their professional knowhow and experience for the benefit of their personal careers. Corporate leaders in government institutions can as well assign their employees stretch goals and hold them accountable for progress. Stretch goals require employees to put in discretionary efforts to attain them. Therefore, in order to keep employees challenged in their workplaces, corporate leaders should develop difficult-to-attain targets, which are ultimately attainable when employees stretch to their limits. However, while the use of stretch goals gives employees the challenge they need to be engaged in their workplaces, they can as well lead to stressful and frustrating situations among employees. This is because stretch goals often appear unattainable given the normal capabilities of employees, and that challenge consequently demoralizes them. Thus, some employees are likely to interpret stretch goals as a punishment since they are literally beyond their scope. As a result, corporate leaders ought to instill the confidence among

employees that they can attain the stretch goals with ease if they work smarter. Ultimately, giving employees (seemingly unattainable) workplace challenges has to be complemented with instilling a sense of confidence among them, which is normally achieved through practices of accountability, collaboration, and commitment (Mani 2011, p. 15). With the implementation of the above strategies, corporate leaders will be able to provide employees with new workplace challenges, break the daily routine of employees' working schedules, encourage them to stretch their limits to achieve the set organizational goals (stretch goals), and instill the confidence of high performance among them; and that eventually gives them the opportunity to grow and develop their careers, a situation that normally keeps them engaged in their jobs.

2.3.3 Clarity in Communication of the Organization's Goals and Vision

Bedarkar and Pandita (2014, p. 109) explained that in order to achieve high employee engagement in workplaces, corporate leaders must take up the initiative to clearly communicate the vision of the company to employees with the aim of making them fully understand it and become part of it. Essentially, employees must understand the vision that the leadership of the company has as well as the goals that heads of departments in institutions have for their respective units and teams. This viewpoint is based principally on the mainstream perception among management scholars that the success of an organization is, to great extent, determined by how clear employees are about the goals and visions of organizations for which they work. Therefore, in order to keep employees actively engaged in their workplaces, it is fundamental that they understand the ultimate goals and vision of the organization including their importance, the framework through which to best attain them, and their role in attaining them.

In particular, employee engagement is virtually unattainable when workers are unclear about what their organization stands for, how they can attain the vision, and how they are required to contribute towards the achievement of their company's success (Bedarkar & Pandita 2014, p. 111). Therefore, it becomes very important for the management of government institutions to invest time and resources in communicating the visions of their companies to their employees in ways that are easy-to-comprehend. By sharing this knowledge with employees, corporate leaders will be able to create a platform on which to encourage employees to work together to achieve the common goals of the organization.

One of the strategies through which corporate leaders can achieve clarity in communicating the goals and vision of their organizations to employees is the adoption of regular corporate meetings such as in the organizational forum. Through various forums, the management will be able to explain what the organization stands for and what it expects of their employees in order to achieve its ultimate goals. Such forums are often effective because they facilitate conversations between employees and the management on a friendly basis where no one feels intimidated to ask questions and share their concerns with their supervisors and top managers. Also, such forums create a platform on which employees engage in democratic dialogue, which in-turn enables them to make their contributions on the directions of the company and policies that can be implemented to ensure accountability among them in mutually acceptable ways. Organizations can as well use employee-training programs to effectively and clearly communicate their goals and visions to their employees. With such programs, the management is able to take their employees through relevant training activities that are intended to enhance their professional skills as well as

comprehension of the organization's targets and vision. Therefore, among other important knowledge, corporate leaders can use employee training sessions such as organizational workshops to explain the vision and goals of the company to its employees in ways that are clearly understood. Generally, making clear the goals and visions of government institutions to their employees helps them to understand what the institution's targets are as well as the expectations of the organization concerning the contribution of employees towards the ultimate realization of these goals and visions. With that, it is undeniable that the institutions will be able to explain in straightforward terms their intentions to employees and consequently convince them to willingly and unconditionally work together towards making its vision a reality, which also will help to maintain engaged employees at their places of work.

2.3.4 Providing Honest and Candid feedback to Employees

After communicating their expectations on the performances of employees, corporate leaders ought to provide them with honest and candid feedback on their individual and collective functioning within the organization. Just as Bedarkar and Pandita (2014, p. 107) explained, providing honest feedback is an effective strategy through which to attain accountability among employees in the organization. Moreover, effective corporate leaders are required to establish processes and procedures, which help employees to understand and master important skills that will help them to develop their careers as well as facilitate the achievement of organizational goals. Hence, through honest and candid feedback, corporate leaders will be able to identify small and simple weaknesses among individual employees that limit their ability to attain their optimum potentials, and communicate these issues to them in respectful ways. According to Seijts and Crim (2006,

p. 3), positive and constructive feedback is fundamental for the pursuit of organizational greatness. This is mainly because such feedback enables corporate leaders to keep track of the progress of their employees and recommend potential areas for improvement to them at individual levels. It also helps immediate supervisors of employees to develop interest in guiding them towards enhanced efficiency in their work performance. In addition, candid feedback helps corporate leaders and employees to work in collaboration with each other to facilitate gradual improvement in the skills of employees and use that improved skill proficiency to achieve small yet significant wins for the organization. Basically, through honest feedback, employees will get to know areas where they are inefficient and learn techniques for improving in them from their supervisors and that eventually instills the desire to become better professionals. Furthermore, regular feedback motivates employees to strive to improve their work performance so that they may not be subject to similar (positive) criticisms from their supervisors every time they receive the report for their performance achievement over specified periods. This improvement is mainly motivated by the desire among employees to portray themselves as visionary people who are willing to learn from their instructors in order to enhance their performance and develop their careers (Bedarkar & Pandita 2014, p. 114).

The conveyance of honest and candid feedback to employees in government institutions can be assisted using performance assessment forms. These forms can be presented to individual employees within specified periods and at regular intervals in order to keep them accountable to their supervisors. The performance assessment forms can contribute significantly in keeping track of individual employees' behaviours in the workplace ranging from their absenteeism rates, to their productivity and their workplace

efficiency levels. In addition, the performance assessment forms should contain a recommendation section where supervisors give their honest and candid comments on the functionality of individual employees, and recommend various strategies and/or techniques through which employees can improve their performance in subsequent reports. Moreover, the forms should include a brief comparison between previous and current workplace performances of employees. This comparison is intended to give a clear overview of the progress of individual employee's performances over subsequent reports. Finally, the performance assessment forms should include a personal target (preferably a stretch goal) that individual employees ought to attain by the time the next report is given. Through this strategy, it follows that all employees in government institutions will develop the sense of accountability to their supervisors, a factor that will not only compel them to constantly improve their individual performance and attain their stretch goals but also enhance their levels of active engagement at workplaces (Zitzler, Thiele, Laumanns, Fonseca & Da Fonseca 2003, p. 119).

2.3.5 Congratulating Employees for Their Good and/or Improved Performances

Several surveys have continually showed that employees often feel that they receive immediate feedback when they perform below the expectations of their supervisors, yet they seldom receive praise and recognition for improved and/or outstanding performances from their supervisors (Mani 2011, p. 15). It is demoralizing to employees to have contact with corporate leaders only when their performances are considered to be low. Essentially, giving employees immediate feedback when they underperform and ignoring them when they outperform their targets makes them feel as though the management is only interested in the profits of the company and is less concerned about the wellbeing of its employees.

Such a feeling is not only frustrating and heart-breaking but also reduces the willingness of employees to put in discretionary effort to help the company achieve high performance. On the other hand, giving employees praises and recognition for their good performance makes them feel important, valued, and appreciated by the organization. It instills a sense of pride in them, and that eventually leads them to recognize the impact of their contribution towards the success of the organization. As a result, employees tend to develop an internal drive and desire to achieve their optimum potential so as to give their very best to the company, which cares about their individual wellbeing just as they do about its best interests. Furthermore, giving positive feedback (praises and recognitions) to employees for their outstanding performance in workplaces creates a platform on which corporate leaders can give negative feedback to employees for underperformance without them necessarily feeling offended and devalued. It is clear that embracing a culture of recognizing and rewarding good performance helps employees to understand that they are subject to criticism when they underperform not because the management does not care about their wellbeing but because it wants them to constantly commit to their jobs in order to always record their best performances for the benefit of their career growth and development. Therefore, such employees will take criticism for underperformance positively, and they will do everything possible (out of good will) to achieve and subsequently record their best performance not for the purpose of rewards and recognition but for the gain to their careers and for the best interests of their companies (Seijts & Crim 2006, p. 5).

The management of government institutions can congratulate their employees for improved and/or outstanding performances in their workplaces through various ways. One

of the most effective ways through which to appreciate the good performance of their employees is the use of nonmonetary rewards such as giving them opportunities to take part in mentorship programs, employee training programs, enjoyable educational vacations, giving them favourable work schedules, allowing them more opportunities for job rotation, and promoting them to head of departments and even making them supervisors. Through nonmonetary rewards, employees feel as though their good performance within organizations is handsomely rewarded with opportunities to advance their careers and become all-rounded and much better professionals in the future (Aguinis, Joo & Gottfredson 2013, p. 243). Government institutions can as well congratulate their top performers through monetary rewards. Such rewards include salary increments, entitlement to high productivity bonuses, giving them better perks and benefits, promoting them up the organizational ranks to positions that have better monetary values than their current positions, and even paying for their educational courses. While the monetary reward may not be a convincing strategy to enhance employee engagement among workers who are more interested in developing their careers than becoming instantly rich, it motivates a significant number of employees to give their best at their workplaces in order to be recognized with better paychecks and prestigious organizational titles and positions (Aguinis, Joo & Gottfredson 2013, p. 245). Generally, the adoption of appreciative employee reward systems that are aimed at congratulating employees for their best performance in workplaces is an effective management strategy that can be used by the corporate leadership of government institutions to achieve high levels of employee engagement.

2.3.6 Ensuring Employees Feel that their Contribution towards the Success and Future of the Organization is Enormous and Fundamental

As outlined by Vakola and Nikolaou (2005, p.163), ambitious employees often desire to know whether or not their input to the organization matters in the attainment of its long-term success. Hence, confirming to employees of government institutions that their contribution (input) to the organization is not only colossal but also fundamental for its ultimate success is a vital form of positive affirmation that makes them more engaged. Basically, employees who understand the connection between their work and strategic objectives of their organizations are likely to achieve better workplace performance and results (Vakola & Nikolaou 2005, p.165), and that consequently keeps them engaged in their workplaces. Furthermore, through positive affirmation (which in this case involves assuring employees that the organization mainly relies on their input to achieve its short and long-term goals) government institutions will be able to instill a sense of pride among their employees; a factor that eventually helps them develop a positive attitude towards their organizations, and consequently making them more loyal to their employers and more engaged in their work. Also, the development of positive attitudes among employees helps them to improve on their job-related behaviours such as commitment to their work and being innovative in the execution of their professional responsibilities. As a result, employees tend to develop strong emotional connections with their employers and organizations, which in turn translates to enhanced employee loyalty and engagement. In a nutshell, just as Vakola and Nikolaou (2005, p.163) asserted, effective organizational leadership ought to make employees see and feel that their contribution to the organization is vital to its present and future success, and that eventually makes them (employees) more loyal and engaged in their workplaces.

2.3.7 Giving Employees Control over their Jobs

Employees value control, hence, they should be given an ample opportunity to exercise it in their areas of operation/specialty (Thompson & Prottas, p. 100). Indeed, control at workplaces including government institutions can be given to employees by directly involving them in the decision-making processes of the organization. By allowing employees to exercise control in their work, government institutions will be able to instill the sense of ownership among their employees, and that not only reduces the prevalence of work-related stress but also enhances their trust towards the management of the organization. Moreover, giving employees control in their workplaces particularly by giving them the opportunity to positively influence the decisions of the organization usually helps with the development of an organizational culture in which employees take ownership of its challenges/problems as well as accountability for their failure to execute the organization's policies according to the plan (Thompson & Prottas, p. 100).

The adoption of an open-book management system in which employees are consulted in making key organizational decisions has been proven to be effective in enhancing employee engagement and performance in workplaces (Thompson & Prottas, p. 100). This is based on the fact that such employees feel valued and appreciated by the organization and trusted by the management. Additionally, the involvement of employees in the decision-making processes of organizations motivates them to own the decisions of the company, and that consequently, the architects of the organizations' policies and procedures of implementing the ultimate organizational goals (Barlett et al. 2001, p. 43). With that, it follows that the adoption of a management system that allows employees to use their expertise to control organizational operations in their areas of specialty makes

employees more comfortable in their workplaces, confident in their abilities, and committed to their work; which in sum translates to high levels of employee engagement. Basically, allowing employees to take control of organizational operations in government institutions is achievable by involving them in the processes of setting organizational goals and milestones, allowing them to openly share their ideas and innovations with the management without fear or favour, giving them an opportunity to use their expertise and professional knowledge to make specific decisions concerning their areas of operation without unnecessary interference from the management, and allowing them to execute their mandates devoid of strict ('police-dog') supervision from the management.

2.3.8 Enhancing Collaboration and Cohesion among Employees

According to Hargrove (1998, p. 19), great organizational leaders ought to be excellent team builders; they must be able to create working environments that foster trust, collaboration, and cohesion among human resource teams. In essence, employees who are cohesive and have good relations among themselves are likely to be more engaged at workplaces. This sentiment is supported by McCallin (2001, p. 421) who pointed out that numerous surveys have showed that employees who are cohesive and have collaborative workplace relationships tend to feel cared for by their colleagues, and that is often a strong factor that enhances employee engagement. Basically, having a coherent human resource team helps to build trust among employees, and that eventually increases the levels of cooperation among them. A coherent team also brings emotional connections that are bonded by friendships and respect for each other, which eventually creates strong ties between employees and their organizations. Hence, the leadership of government institutions should work to rally their human resource teams to collaborate on

organizational, departmental, and group goals rather than selfish interests, which will contribute significantly to improving the levels of employee engagement.

2.3.10 Maintaining Institutional Credibility

The management of government institutions ought to strive to maintain the reputation of their institutions by demonstrating high ethical standards. Employee engagement involves the development of emotional connections between employees and their organizations. Basically, a government institution that has upheld a good reputation over time is likely to experience high levels of employee engagement. This is mainly attributed to the fact that employee often want to be proud of their jobs, work performance, and organizations. In line with that, employees who work in organizations that have good reputations are more likely to be proud of their workplaces than those who work in organizations with tainted reputations. Therefore, to keep employees engaged in their workplaces, government institutions should adopt organizational cultures and management systems that uphold high ethical standards in their operations for the primary reasons of establishing good organizational reputations, which is a strong factor that influences employee engagement.

Basically, by maintaining high operational standards and consistently high performance records, employees of government institutions will be proud of their organizations and that will eventually drive them to do their best towards the realization of the institutions' ultimate goals. Furthermore, Combs, Liu, Hall & Ketchen (2006, p. 503) explained that effective leadership, which leads to the establishment of credible institutions/organizations, helps to boost the trust and confidence of employees towards their organizations, and that consequently enhances the levels of employee engagement.

Thus, it is clear that credible government institutions that are governed by high ethical standards and track records of high performance are likely to experience high levels of employee retention primarily because employees feel proud to be associated with and working for respectable institutions.

2.4 Factors that Limit Employee Engagement in Government Institutions and their Counterarguments

2.4.1 The Misconception and Misunderstanding of the Concept of Employee Engagement

Whereas published studies clearly show that employee engagement is an effective strategy through which to improve the performance of employees at individual and collective levels, it remains an issue of great concern that many corporate leaders and key players in the corporate world are misinformed on this matter. Many corporate leaders throughout the world have not taken their time to understand the concept of employee engagement and how it is applied in organizational settings to improve organizational performances. For instance, Harter, Schmidt and Hayes (2002, p. 268) asserted that there are numerous contradictory definitions of employee engagement. Due in part to these numerous different definitions, organizational leaders who have not had the time to research the topic based on mainstream and reliable published sources are likely to be misinformed.

Moreover, many corporate leaders have associated employee engagement with creating strong emotional connections to the organization and increased effort to achieve organizational goals. While these two factors could be the main results of high employee engagement, it is undisputed that other factors such as proper leadership systems, poor

professional skills, and poor training systems are bound to limit the efficiency, overall performance, and full implementation of employee engagement systems in government institutions. Therefore, the lack of accurate and comprehensive understanding of the entire concept of employee engagement by corporate leaders is one of the main factors that has limited its adoption and implementation in government institutions.

Moreover, the misunderstanding of the concept of employee engagement by corporate leaders has made it difficult for them to understand the connection between employee engagement and employee productivity. Often, the primary objective of corporate leaders is to increase productivity to optimal levels. Hence, the failure to identify the role of employee engagement in improving the productivity of the organization prompts many corporate leaders to disregard the entire concept. While it is true that employees may be emotionally tied to their organizations and still remain unproductive, it is asserted that complementing employee engagement with proper training and mentorship programs, leadership and communication systems, and creation of favourable workplace environments contributes enormously in improving productivity at both individual and collective levels (Albrech 2011, p. 112). Moreover, employee engagement makes employees willing to put in discretionary effort to achieve short and long-term organizational goals. By doing so, they certainly improve their productivity, which in turn improves the overall productivity of the organization. Therefore, corporate leaders must get over the predominant negative stereotype about employee engagement in which they assume or even believe that it is only good for the welfare of employees yet it does not have any significant impact on the productivity of organizations.

It is also a dominant perception among many corporate leaders that the Return on Investment (ROI) from employee engagement is very low. Many corporate leaders tend to compare the cost of implementing employee engagement strategies ranging from the financial implications of conducting employee surveys to the time involved in implementing and measuring the outcomes of the strategies with the expected returns. While time and money spent to implement an employee engagement strategy is easily quantifiable, it is virtually impossible to measure the levels of employees' emotional connection with their organizations. However, it is indisputable that the short and long-term outcomes of employee engagement, among them improved levels of employee retention, the willingness of employees to put in discretionary efforts in order to achieve specific organizational goals, and the increased productivity that comes as a result of high levels of collaboration and cohesion among human resource teams, are easily quantifiable and measurable. Therefore, while corporate leaders may not be able to directly measure the impact of employee engagement on their operations, they can easily identify its ROI; which is often significant provided it has been implemented fully and properly.

2.4.2 Employee Engagement can Be Influenced by Outside Factors

According to Macey and Schneider (2008, p. 17), the emotional connection between employees and their organizations is dependent on many external factors such as the cost of living, security in the location of the organization, economic crises like high mortgage and interest rates, unemployment rates, and family crises. Just like any other feeling, employee engagement is not exclusively dependent on the internal operations of an organization. This implies that inasmuch as an organization can implement all possible policies like proper employee training programs, mentorship programs, effective

leadership strategies, appropriate communication systems, and allowing employees to have control of the operations of the organization; other factors that are beyond the control of the organization like family crises, economic crises, and political factors can significantly derail the efficiency of employee engagement. External factors can impact on employee engagement in both positive and negative ways. For instance, in times when the rates of unemployment are high, employees are likely to develop emotional ties with their organizations because they are grateful to have a job when many other people do not, and vice versa. On the other hand, such external factors as civil wars and political instability can influence employees to develop negative feelings about their organization particularly because they do not feel sufficiently secure in their work environments that have been affected. Hence, the fact that an organization may not have full control of the factors that lead to high employee engagement (Harter et al., 2002, p. 268) leads some corporate leaders to abandon it altogether on the grounds that external forces can easily jeopardize their efforts to achieve their objective of attaining the optimum level of employee engagement.

2.4.3 The Perception that Employee Engagement does not Necessarily Translate to Positive Impact on Organizational Operations

While many studies have associated employee engagement with high productivity and employee retention, a study by Jenkins and Delbridge (2013, p. 2684) has explained that high levels of employee engagement does not necessarily reduce employee turnover or increase employees' productivity. This study supported its position through the assertion that highly engaged employees are often high performers; and that eventually makes them in high demand on the labour markets. Certainly, all organizations need employees who are committed to their work and contribute discretionary efforts to achieve the ultimate

goals of the organization. Due to that, many organizations are constantly scanning the labour markets looking for high performing employees who are highly engaged in their current organizations and attempting to lure them to work for their (rival) organizations hoping that they will carry along that good workplace behaviour with them to their new work stations.

As a result, high employee engagement is arguably a significant risk factor for employee turnover. Nevertheless, it is also arguable that highly engaged employees tend to develop strong emotional connections with their organizations. This emotional connection makes them tied to the organization by developing their sense of ownership of the decisions of the organization. The emotional connection also makes them proud of their workplaces, which means that they are less likely likely to shift from their organization to rival firms. Based on these arguments, it can be asserted that employee engagement is more likely to enhance employee retention than be a risk factor creating employee turnover.

Critics of the concept of employee engagement have also argued that employees can record outstanding performances in their workplaces without necessarily having a strong emotional connection with their organizations (Macey & Schneider 2008, p. 19). Macey and Schneider suggested that there is plenty of available evidence, especially from the sport and entertainment industries, that individuals are able to produce outstanding performances without having an emotional connection with the organization for which they work. Principally, supporters of this argument explain that factors like professionalism/expertise, pride, job security, proper pay and benefits, the desire to achieve career growth and development, and favourable workplace environments are the primary

factors that motivate employees to achieve high performance and remain with their organizations for the long-term.

Therefore, according to this argument, it is deducible that corporate leaders should focus on the recruitment of highly qualified personnel and adopt organizational policies that emphasize high standards of professionalism in order to achieve high performance rather than investing heavily in employee engagement strategies. However, this proposition can be counter-argued by the fact that employee engagement, especially which comes about as a result of coherent human resource teams, not only brings emotional ties between employees and the organization, but also enhances teamwork and collaboration among employees. Basically, a coherent team is able to share professional experiences, ideas, and innovations, which collectively improves the performance of individual employees. Thus, it is inaccurate and misleading to assert that employees need professionalism exclusively (rather than employee engagement) to achieve their optimum performance.

Some critics of employee engagement also suggest that a strong emotional tie among employees towards their organizations is likely to derail organizational performance rather than enhance it. They argue that strong employee engagement usually builds employee loyalty to their organizations but contributes minimally or insignificantly with improving organizational performance. For instance, Bhatnagar (2007, p. 661) explained that strong emotional ties often cloud the perceptions of corporate leaders towards productivity; instead, it encourages groupthink (where all employees ‘think as a family’) among human resource teams. While groupthink can help in the collection of diverse ideas and innovations from different employees in an organization, it is also found to prohibit critical thinking among employees since they tend to make decisions based on

emotional ties and homogeneity of opinion within the overall group rather than consideration of the facts and alternatives. It is reasonable to assert that groupthink confines employees to emotional thoughts and decision-making that is constrained by group pressures instead of exploring and debating rational ideas and thoughts intellectually.

Moreover, opponents of employee engagement have argued that inasmuch as loyal employees may stay in an organization for long periods, innovative minds and ambitious employees are likely to move on due to an individual intolerance of non-productive, emotional groupthink. Nonetheless, it is still the case that employee engagement has the capacity to motivate employees to exert discretionary efforts in their work operations. These efforts tend to increase their productivity, improve their performance, and enhance their desire to stay in an organization for the longest periods of time possible.

2.4.4 Inappropriate Organizational Leadership and Management Systems

Zhang and Bartol (2010, p. 107) explained that the levels of employee engagement in organizations is highly dependent on the corporate leadership systems adopted by the organization. In essence, employees need to be motivated to exert discretionary effort in their jobs. Clearly, an employee who feels exploited by the organization, underpaid, unappreciated, unrecognized, undervalued, and disrespected is very unlikely to apply discretionary effort to their work in order to achieve optimal organizational results. It is frequently argued that making employees feel comfortable, appreciated, valued, and recognized for their efforts are all dependent on the kind of corporate leadership/management system embraced by the organization. In particular, a study by Zhang and Bartol (2010, p. 109) showed that organizations that have the most sophisticated employee recognition practices are twelve times more likely to have stronger business

outcomes, a factor that is mainly attributed to the high levels of employee engagement. In their research study, it was concluded that employees draw massive motivation and/or work morale from the positive recognition that they receive from the organization's management. Therefore, whenever they are recognized for any positive impact they create on the organization, employees tend to develop a positive attitude and sense of pride towards their organization. They are then motivated to do their best to realize their individual and collective optimal potential in order to attain stronger business outcomes.

Improper organizational leadership systems are also associated with a lack of balance between work and personal lives for employees that consequently lead to low levels of employee engagement. For instance, based on the findings of the study by Zhang and Bartol (2010, p. 113), a majority of corporations in today's business environment are more concerned about profit margins and business outcomes than employees' satisfaction and overall welfare. This is evident from the findings of a study by Nahrgang, Morgeson and Hofmann (2011, p.71), which showed that many organizations in today's business environment expect their employees to dedicate about 120% of their time on career work. While this could be a positive thing in terms of facilitating faster career growth and development, it is equally a given that employees are human beings and have personal and family issues that are non-work-related which they need to attend to. For instance, employees have personal lives like friends and families, hobbies, and other activities that need their time. These activities are of equal importance as their careers; hence, denying them sufficient time off-work to attend to their personal concerns makes them upset, unhappy, and unfulfilled, which in turn affects their levels of engagement as well as productivity. Therefore, in order to achieve optimal levels of employee engagement,

corporate leadership ought to create work schedules that allow employees some time off their work. By so doing, employees will be more likely to have the peace of mind that they require to deliver optimally in their jobs particularly because they have a balance between their work and their personal lives.

Organizational cultures that do not provide employees with sufficient opportunities for career growth and development are also found to be significant factors that limit the levels of employee engagement in government institutions. The majority of ambitious and high performing employees are concerned with advancing their careers. Such career advancement may occur in the form of workplace promotions, educational advancements, salary increments, and innovative operations. However, some government institutions have adopted a culture that makes it difficult for employee to advance their careers, internally. For instance, some institutions prefer hiring top managers from other organizations to promoting their most capable employees to these positions. Other institutions do not give their employees opportunities to advance their education by allowing them to take time off their work to attend part-time or full-time professional courses. Moreover, some institutions do not have employee training and mentorship programs with which to improve the expertise and professional skills of their employees. Thus, organizations with the above mentioned corporate cultures are very unlikely to achieve high levels of employee engagement because employees often feel exploited by the organization that does not care about their career growth and development. In order to mitigate this challenge, the management of government institutions should replace their archaic bureaucratic cultures with employee-oriented organizational cultures. For instance, rather than hiring top managers from outside, government institutions should nurture their own leaders and

promote them to top positions at appropriate times. Basically, they should adopt a succession strategy and culture that gives their employees initial priority for promotion. Additionally, government institutions should embrace such practices through regular employee training and mentorship programs (Zhang & Bartol, 2010, p. 119) where employees will have regular opportunities to update their professional skills to adapt to the changing dynamics of the labour market and business environment.

Also, the institutions' leadership should give employees educational vacations where appropriate to allow them to take short and long-term professional courses. If possible, the institutions should reimburse the educational expenses incurred by their employees. Through such systems for development, employees are more likely to feel appreciated and valued by the organization. More importantly, adopting such employee development systems will make employees to feel that their organizations are not only concerned about profits, productivity, and business outcomes but are also concerned about the growth and development of their personal careers for the mutual benefit of their organizations and employees. Through implementation of employee development strategies and practices, employees are more likely to be engaged in their jobs and work selflessly towards the attainment of the organizations' goals, since they will feel valued and cared for by the organization and share its long-term vision.

2.5 Conclusion to Chapter 2

From the above literature review, it is clear that employee engagement is an effective concept of management in today's business environment. Basically, employee engagement as outlined above refers to a system of management in which employees develop strong emotional bonds with their organizations; hence becoming ready and

willing to put in discretionary effort in their work in order to realize the ultimate goals of the organization. Referring to numerous published and available professional sources, it was evident from this review of the literature that a high level of employee engagement in government institutions is achievable through the adoption of various management strategies. Among the main strategies that can be adopted to build highly engaged workforces as outlined in this section are the establishment of a connection between management and employees. This connection can be created by building a good working relationship between employees and their supervisors to stimulate a favourable and engaging work atmosphere. It involves providing employees with sufficient opportunities for career growth and development, adopting effective communication systems in which the goals and visions of the organization are communicated clearly to employees, providing employees with honest and candid feedback at all times.

Also, congratulating/appreciating/recognizing employees for their good performances were among the strategies identified to realize high levels of employee engagement in government institutions that were outlined in this chapter. Other organizational management techniques that can be adopted to improve employee engagement in government institutions as pointed out in this chapter are: maintaining institutional credibility; enhancing collaboration and cohesion among human resource teams, allowing employees to have control over their work and areas of specialty, and ensuring that employees understand that the organization cannot achieve its goals and vision without their efforts.

Like any other corporate management strategy, employee engagement has significant drawbacks. The literature review in this dissertation has conducted a

comprehensive analysis of the major challenges for achieving optimal employee engagement in government institutions. One of the main challenges experienced in the limited adoption of employee engagement strategy in UAE government institutions as outlined in this chapter is the misconception and misunderstanding of the concept of employee engagement and its impact on the business outcomes of corporations. Essentially, this section has used academic and practitioner sources to illuminate how corporate leaders develop inaccurate information about employee engagement right from its definition, through to implementation, and on to potential outcomes in terms of productivity and ROI.

Other challenges of employee engagement that have been outlined in this chapter are: the levels of employee engagement in organizations is easily influenced by outside/external factors such as economic constraints and political instability, the mainstream/predominant perception that the achievement of high levels of employee engagement does not necessarily have a positive impact on organizational operations such as high productivity and improved business outcomes, and the fact that inappropriate organizational leadership and management systems have limited the attainment of high employee turnover in government institutions.

This chapter has also elaborately counter-argued some of the concerns of critics of employee engagement. Notably, the chapter has used evidence-based research to show that employee engagement leads to high productivity, improved employee performance, and increased business outcomes. This has counter-argued the perception that employee engagement does not have a positive impact on the operations of the organization. The chapter has also recommended the adoption of appropriate organizational management

systems such as the implementation of regular employee training and mentorship programs, giving employees educational vacations and reimbursement of educational costs, ensuring a balance between work and personal lives of employees, and embracing succession practices that facilitate internal promotion of employees in order to provide them with an opportunity for career growth and development.

Some research questions are then posed from this chapter, based on the literature review, which are:

2.5.1 How Can the Levels of Employee Engagement Be Measured?

This research question intends to find out the main methods such as surveys and interviews that can be used by researchers to determine the levels of employee engagement in organizations. It also aims at analyzing the levels of accuracy and reliability of the measurements of the levels of employee engagement.

2.5.2 How Can the Levels of Employee Engagement be improved in Government institutions taking into Account the Influence of External Factors?

This research question intends to find out whether or not it is possible for corporate leaders to increase the levels of employee engagement among their human resource teams despite the fact that external factors such as the cost of living, cultural factors, political instability, economic factors, and family issues can significantly influence the emotional connections/ties between employees and their organizations.

2.5.3 How Can the Negative Stereotypes, Misconceptions, and Inaccurate Perceptions about the Concept of Employee Engagement be Mitigated in the Business Environment?

Given that the misconceptions, negative stereotyping, and inaccurate perceptions about employee engagement are among the main reasons why this concept has not been widely adopted by organizations, it is important that stakeholders in the corporate world influence and change these perceptions by giving accurate, evidence-based information about the entire concept of employee engagement. Therefore, this question aims to finding out some of the main strategies, systems and procedures that can be used by corporate leaders to counter the predominant negative stereotypes, misconceptions, and inaccurate perceptions about employee engagement and its impact on organizational operations.

CHAPTER 3. RESEARCH METHODOLOGY

3.1 Research Methodology/Paradigm

This section of the dissertation will focus on extensive analysis of the rationale used to determine and apply specific research procedures and techniques that were used to identify, select, and analyze the information or data used to reach the conclusions of the study. Often, the research methodology and/or paradigm determine the validity and reliability of the findings of the study. Basically, the research for this dissertation was a qualitative exploratory study intended to gain a comprehensive understanding of the underlying reasons, opinions, and motivations in relation to the adoption of employee engagement strategy in government institutions. The study also uses expert information from the identified respondents to provide in-depth insights into the challenges that limit the adoption of employee engagement strategies in government institutions as well as identify potential solutions for them. Moreover, this qualitative research study was designed to analyze the behaviours of corporate leaders in government institutions across the entire concept of employee engagement to include their general perceptions about the topic of study and support or reject the hypotheses of the study.

In this research study, two research methods were employed. One of the main research methodologies used to collect data that was used to arrive at the findings of the study was the survey method. With the survey methodology, the researcher developed a comprehensive questionnaire that was used to gather relevant information on the topic of study from specific respondents. These questionnaires were issued to the target audiences

who were instructed to honestly respond to each question within a specified period of time before returning them to the researcher for data organization and analysis.

Interviewing was also an important research methodology that was used to collect data in this study. The interviewing research methodology involved key stakeholders in different government institutions as participants. The identified participants were requested to find some time in their schedules to engage in detailed conversations about the topic of study with the researcher. The data collected from each of the interviewees was properly arranged based on similarities and differences in the information gathered, before being analyzed and arranged in to logical and easy-to-interpret formats. This information later on was further evaluated to identify the key findings of the study.

3.2 Research Design

According to Bordens and Abbott (2002, p. 79) a research design is an overall strategy, which a researcher chooses through which to integrate different components of a study in a logical and coherent manner. This research study used the descriptive research design. This research design involves the use of scientific applications to describe the behaviours of a subject without necessarily influencing its operations in any way. Given that the study involves the use of interviewing and surveying research methodologies to collect primary data from the target audiences, the descriptive research design is appropriate for the research study particularly because it enables the researcher to analyze the topic of study without necessarily interfering with the work activities or the attitudes and behaviours of respondents.

In particular, this research design involved conducting a survey based on 83 respondents. The respondents were top managers in the human resource departments of

different government institutions. They were selected randomly in order to minimize the degree of bias in the representation of the people working in the human resource management departments of government institutions. The surveys were conducted by the distribution of survey forms (questionnaires) to respondents through their official email accounts. These questionnaires were requested to be completed by respondents within two months from the date of issue before being sent back to the researcher via the same platform for data organization and analysis.

The descriptive research design used in this research study using interviewing research methodology is based on ten interviewees who were selected to participate in the study. Unlike in survey methods where respondents were selected randomly, the interviewees in this study were deliberately selected from Departmental Heads of Human Resource departments in various government institutions. This deliberate selection of interviewees was designed to gather accurate and expert information from professionals who are responsible for the management of human resource systems and operations in government institutions. The strategy was primarily aimed at enhancing the reliability and validity of the findings of the study, especially given that all of the chosen interviewees are knowledgeable and experienced professionals and top leaders of human resource management departments in their respective government institutions.

3.3 Sample and Sampling Methods

As noted in the above sub-section (research design), this research study involves a total sample size of 93 individuals with 83 being respondents of the surveys and the remaining ten (10) being participants of the interviews. In order to achieve the selected samples for both the survey and interview respondents, the probability sampling method

was used. Primarily, in probability sampling, the researcher is able to determine the sampling units that belong to given samples as well as the overall probability that each sample is selected for the study (Lathia, Rachuri, Mascolo & Rentfrow 2013, p. 187). Probability sampling was found to be the most effective method for this research study because it enables the researcher to accurately calculate the sampling error, a factor that consequently makes the findings of the study more reliable, accurate, and legitimate. Essentially, sampling error refers to the extent to which a sample is likely to differ from the actual population (sample population).

Under probability sampling, the researcher in this study used stratified sampling method. Stratified sampling involves the partitioning of the sample population into small groups (called strata) based on specific factors that influence the variables that are being measured in the study (Ye, Wu, Huang, Ng & Li 2013, p 777). Basically, strata are a subset of the sample population that share specific characteristics that are relevant to the topic of study. In this research study, the researcher segmented the sample population into two main strata, which are the managers and non-managers. Using the simple random method, the researcher identified two respondents from each sample unit (stratum) to select sufficient numbers of respondents (83) who directly took part in the survey. This number (sample size) was selected for the survey because it was convincing enough that it sufficiently and satisfactorily represented the entire sample population.

To select the participants of the interviews, the researcher used non-probability sampling. In non-probability sampling, the researcher does not know the probability of each of elements of the sample population represented in the sample size. Moreover, the researcher cannot determine the sample error of the study. Under the non-probability

sampling method, the researcher implemented the purposive sampling method. Purposive sampling is where researcher targets a certain group of research participants who have met specific criteria of selection (Levy & Lemeshow 2013, p. 41). In the case of this research study, the researcher required participants for the interviews to be professionals who have specialized in human resource management, have practiced as human resource practitioners for at least ten years, and were heads of human resource departments in their respective institutions at the time of the interviews. Therefore, through the purposive sampling method, the researcher was able to deliberately identify participants who met these criteria and request them to take part in in face-to-face interviews based on a schedule of questions. The purposive sampling method was appropriate for this study because the researcher wanted to gather professional information on the topic of study from experienced people who have worked in human resource departments for many years and have also led these departments at some points in their careers. This research approach was specifically intended to ensure high levels of credibility, legitimacy, and reliability in the findings of the study.

3.4 Research Instrument

Research instruments are devices that researchers use to test the hypotheses and ultimately achieve the objectives of their research studies. Essentially, research instruments are the tools used by the researcher to collect and analyze data to arrive at the key findings of the study (Zohrabi 2013, p. 254). In this research, the researcher used two main research instruments, which are the questionnaire and interview forms.

3.5 Questionnaire

A questionnaire is a research instrument that was used by the researcher to collect data through the surveying methodology. A questionnaire is a systematically prepared document that is comprised of questions that have been deliberately designed to elicit specific responses that are relevant to the topic of study from respondents, with the aim of collecting data that will be used to arrive at the research findings. Through the questionnaires, the researcher of this study was able to gather information that was required to support and/or reject the hypotheses of the study as well as arrive at its ultimate findings. In essence, the responses given by respondents of the questionnaires constituted a major part of the primary data used by the researcher to reach the findings of the study.

In order to collect the required data with in-depth information on the topic of study, the researcher used both the structured and unstructured questions. The structured questions were the set of questions that assume closed forms; that is, they have a specific control and guideline on what the answers of the respondents should look like. Such questions have a set of probable answers from where the respondents are expected to make a choice or selection. In contrast, unstructured questions are open-ended questions, which give respondents an opportunity to make their responses without any restrictions or limitations whatsoever. The structured questions were used to gather basic information on the topic of study whereas the unstructured questions were used to gather more detailed information about the topic.

3.6 Interviews

Interviews were also an important research tool that was used in this research study. Interviews are interactions where oral questions are posed by an interviewer/researcher to

an interviewee/respondent with the aim to elicit oral responses from them. Interviewing as a research tool is applicable in situations where the researcher feels the need to meet face-to-face in order to collect data for the purposes of completing the study. In order for this research tool to be effective, the researcher ought to structure the interaction in a manner that brings out information that is relevant to the topic of study from the participants' perspectives and viewpoints. Hence, the level of efficiency of interviewing as an instrument of research is mainly dependent on the ability of the researcher to create a cordial atmosphere within which to conduct the interview.

The researcher used structured interviews to gather information from respondents in this research study. Structured interviews are where the interview questionnaires (set of questions) are posed to each interviewee/respondent in a similar and/or standard structure, and the responses are recorded on a specific standardized schedule. In particular, the structured interview is characterized by a strict adherence to a specific pattern and order of presenting interview questions to all respondents. This type of interviewing was selected for this study to ensure that all respondents were given an equal opportunity to respond to all questions in the interview schedule of questions. Moreover, the fact that the order of presentation, wording, and format of interview questions in the structured interviews is similar and/or standard helped to make sure that no interviewee has an advantage over the other. This was a helpful strategy for the researcher because it made it easier subsequently to arrange the collected data in a standard format based on their similarities and differences, and then analyse it to arrive at the specific findings of the study.

3.7 Procedure for Data Collection

Data collection is often the backbone of a research study since the credibility of the findings are mainly dependent on the accuracy and reliability of the kind of data collected. According to Englander (2012, p. 17) data collection refers to systematic approaches through which to gather and measure information from a wide range of sources with the aim of obtaining a complete, accurate, and reliable picture of an area of interest. Hence, it is vital to understand that the adoption of accurate and effective data collection procedures is essential to maintaining the integrity of the research study (Englander 2012, p. 23). As has been explained in this chapter, the researcher used surveying and interviewing as the main two methods of data collection.

The surveying method of data collection involved the use of questionnaires to gather the required information from the identified respondents. In order to reduce the cost of the study, improve efficiency in data collection operations, and enhance convenience, the researcher utilised online platforms to conduct the survey. Basically, the researcher developed a questionnaire and distributed it in the form of a soft copy to the identified respondents. These questionnaires were sent to respondents who filled in the forms within two months and sent them back to the researcher via the same platform (email address). Moreover, in order to maintain the privacy of respondents, the information that was sent to the researcher by respondents was kept confidential. This implies that the researcher had a strict security system on his email account to ensure that the filled in questionnaires were exclusively accessed by authorized people and the information obtained was used exclusively for the purposes of completing the study. Also, given that all respondents in the survey were literate people; that is, employees in government institutions, it was much

easier for them and the researcher to conduct the survey online since each respondent was given sufficient time to fill in the questionnaires at their conveniences provided it was within the specified timeframe.

Unlike the questionnaire method of data collection that was conducted through online platforms, the interviewing method was conducted through face-to-face interaction between the researcher and the participant. Although this method of data collection used the structured interviewing strategy, each respondent was interviewed separately. Hence, the researcher consulted with individual participant of the interviews to schedule an interviewing session with each one of them at their appropriate times. Each interviewing session was scheduled to take between 45 minutes and one (1) hour. Moreover, given that the participants of the interviews were heads of human resource departments in different government institutions, it was expected that they would have tight working schedules. Therefore, the researcher had to discuss with each one of them about their work commitments and schedule a one hour interview session with them in their respective offices. However, just like with the survey method, the researchers had a maximum of two months to schedule and execute the interview sessions with all of the selected participants. As a result, the researcher had to book appointments with some participants during the weekends, especially those who were too busy to book an hour of interviewing in their schedules during official workdays. Thus, it was the responsibility of the researcher to be flexible enough to fit in with the schedules provided by the participants of the interviews.

The data collected in both the surveying and interviewing methods was arranged properly based on similarities and relevance to the topic of study for easy interpretation

and analysis. It was compiled in tables and later presented in easy-to-interpret formats before being used to arrive at the key findings of the research study.

3.8 Timetable

As outlined in the Gantt chart (table 1) below, this research study was conducted and completed within six months. The study began in July 2017 where the proposal was finalized and approved by the relevant university authorities. Between the month of July and September, the researcher was engaged in the process of data collection. During this period, the researcher identified all participants of the interviews and respondents for the questionnaires and initiated conversations with each one of them requesting them to assist in the study. The interview sessions were also scheduled with all of the participants of the interviews and executed within the same period. Finally, the researcher sent questionnaires to all respondents of the survey and made a follow-up on each of them to ensure they had the right copy of the questionnaire, and filled them in before returning them for data arrangement and analysis within the set deadlines. Between the month of August and October 2017, the researcher was arranging and analyzing the data collected from respondents. Between October and November, the report of the study was written, based on the findings obtained from comprehensive data analysis. Finally, the researcher revised the report before compiling the final dissertation in the months of December 2017-January 2018.

Table 1 Gantt Chart Representing the Time-Plan (Milestones) For the Completion of the Research Project and Compilation of the Report

Activity	June	July	August	September	October	November	December
Finalise proposal							
Gain approval							
Data Collection							
Data analysis							
Write report							
Finalise report							

3.9 Consistency Matrix

Table 2 Consistency Matrix

Sub-problem	Literature Review	Hypotheses or Propositions or Research questions	Source of data	Type of data	Analysis

The lack of employee engagement , especially in government institutions, is drastically increasing; and is significantly limiting productivity and efficiency at workplaces.	1. Zhang and Bartol (2010, p. 107) 2. Nahrgang, Morgeson and Hofmann (2011, p.71) 3. Bedarkar and Pandita (2014, p. 109)	Ordinal	Descriptive analysis		
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Corporate leaders, mostly in government institutions, are naïve about the significance and drawbacks of employee engagement at workplaces; hence, they should be coached on this approach of organizational management in order to have them incorporate it in their management systems.	<p>1. Harter, Schmidt and Hayes (2002, p. 268)</p> <p>2. Albrech (2011, p. 112)</p> <p>3. Jenkins and Delbridge (2013, p. 2684)</p> <p>4. Macey & Schneider (2008, p. 19)</p>	<p>1. What are the factors that limit employee engagement in organizations, and how can they be mitigated?</p> <p>2. What is the impact of employee engagement on employee turnover rates?</p> <p>3. What is the impact of employee engagement on the profit margins of an organization?</p> <p>4. Which is the most appropriate framework adoptable in implementing employee engagement in organizations?</p> <p>5. What is the role of corporate leaders in attaining high levels of employee engagement in government institutions?</p>	<p>1. <i>Interview question:</i> Do corporate leaders have sufficient knowledge on employee engagement to include its impact on the organization and strategies adoptable to implement it in their workforces?</p> <p>2. <i>Survey question:</i> Does your organization have supervisory training programs, particularly on employee engagement? If yes, how often and if no, why? Do they (the supervisory training programs) help promote employee engagement in workplaces?</p>	Ordinal	Descriptive analysis
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<p>The top management of government institutions have overlooked and/or undervalued the management approach of employee engagement, and that has subsequently led to sidelining employees in the process of developing and implementing the organization's vision and goals.</p>	<ol style="list-style-type: none"> 1. Seijts and Crim (2006, p. 5). 2. Zaccaro (2002, p. 101). 3. Mani (2011, p. 15). 4. Bedarkar and Pandita (2014, p. 109). 5. Vakola and Nikolaou (2005, p.163). 	<p>1. What is the role of corporate leaders in attaining high levels of employee engagement in government institutions?</p> <p>2. Which is the most appropriate framework adoptable in implementing employee engagement in organizations?</p>	<p>1. <i>Interview question:</i> As the top management of your organizations, do you clearly communicate the goals and vision of your organization to your employees? If yes, how often?</p> <p>2. <i>Survey question:</i> Does the management of your organization directly involve you (as employees of all levels of organizational rank) in its decision-making operations?</p>	Ordinal	Descriptive analysis
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CHAPTER 4. RESULTS

4.1 The Prevalence of Employee Engagement in Government Institutions

From the data collected through the interviewing and surveying methods, it was found out that the levels of employee engagement in government institutions are significantly low. Overall, the study, which involved key stakeholders in different government institutions, showed that only 30% of employees are engaged in their work. The study equally found that about 44% of employees in these institutions are not engaged in their workplaces while another 26% of employees are actively disengaged. Based on these statistics, it is deducible that only 30% of employees in government institutions have strong emotional commitment towards their employers and organizations, and are ready and willing to put in discretionary effort to achieve the goals of the organization. In summary, the study identified only 30% of employees in these institutions attain their optimum potential in their workplaces and their minds and bodies are fully committed towards ensuring the success of their institutions. A source of concern arising from the statistics from the study, is that 44% of employees are not engaged, which suggests that almost half of employees in government institutions might not be fully committed to ensuring the ultimate success of their organizations. Such employees only execute their workplace mandates with diligence in so far as they comply with what is expected of them. However, they are often unwilling to exert extra effort to ensure that the organization/institution attains its optimum productivity and efficiency levels. As a result, these employees cannot attain their optimum workplace potential since they work hard only to execute their mandates based on the expectations of the management of institutions and not to achieve their very best. Probably, one of the most disappointing parts of these

statistics is the finding that 26% of employees in government institutions are actively disengaged. These employees do not have any commitment whatsoever to the institutions for which they work. Let alone putting in discretionary efforts to help the organization achieve its goals, disengaged employees do not even make sufficient effort to perform their duties according to the expectations of the management of the institution. They usually report in to work though because the failure to do so may lead to their dismissal. Basically, they spend most of their time at work doing things that are completely unrelated to their workplace responsibilities. Often, actively disengaged employees are liabilities rather than assets to the institutions because their contribution towards the success of the organization is usually insignificant yet they take up significant amounts of institutional resources through salaries and benefits, and also misuse its infrastructure and precious employee working time.

4.2 Causes of Employee Disengagement in Government Institutions

Following the analysis of the data collected in this study, it was found out that the leading cause of low levels of employee engagement in government institutions is poor institutional leadership systems, with an index/measure of 33%. Organizational leadership determines the success of the organization. Essentially, effective organization leadership involves the creation of favourable workplace environments within which employees can realize their optimum potential; adoption of proper employee remuneration (compensation) systems; adoption of effective conflict resolution systems; and ensuring effective monitoring of employees' performance and providing them with the support they need to achieve their optimum potential. Moreover, proper organizational leadership involves giving employees the opportunity for career growth and development through the

implementation of organizational practices like the implementation of employee training and mentorship programs as well as enabling employees to advance their professional skills by attending short and long-term academic courses that are relevant to their areas of specialty.

Thus, the lack of suitable organizational leadership systems in government institutions makes employees feel as though they have been mistreated by their employers. An institution that has an ineffective leadership system is unlikely to create favorable workplace environments for its employees, provide its employees opportunities for career growth and development, resolve conflicts between its employees in just and mutually satisfactory ways, compensate employees properly based on their expert qualifications and professional experience, and present a clear direction of the institution in terms of its goals and vision. Consequently, employees tend to feel that they are working in institutions that do not have sufficient focus and vision, and does not have their best interests at heart. As a result, they become partially engaged or even actively disengaged in their workplaces.

The second leading cause of employee disengagement in government institutions arising in the data collected in this study was the lack of basic needs. This factor was found to account for 18% of the total levels of employee disengagement in government institutions. Ultimately, employees need to have the peace of mind in their personal lives before they can commit their minds and bodies to the organization. Given that employee engagement involves the development of emotional ties towards the organization for which one works, it follows that only employees who are comfortable with their personal lives are able to become highly engaged in their workplaces. In this context, the basic needs that significantly influence the levels of employee engagement are work-life balance, security

and/or safety of employees and their families within and around the organization, the economic status of the environment where the institution is located, the quality of infrastructure within and around the institution, and the ability of employees to financially support their lifestyles comfortably while working for their respective institutions. Basically, employees whose basic needs are satisfactorily met are likely to be more committed in their workplaces and consequently put in discretionary efforts in their workplaces in order to attain the highest possible organizational outcomes/results. Therefore, while some basic needs of employees are not directly related to the organization, it is vital that the management of government institutions put in place systems that monitor the lifestyles of their employees to help them make sure all their needs are met satisfactorily in order to achieve enhanced levels of employee engagement.

The lack of accountability, clear vision, and proper organizational communication systems were found to be the third leading cause of employee disengagement in government institutions. This factor accounted for 15% of the total levels of employee disengagement in government institutions. A tenet of employee engagement theories is that the development of organizational vision and goals and clear communication of them to employees is an essential aspect of high levels of employee engagement. Basically, the vision outlines the direction of the organization since it provides the bigger picture of what the organization intends to achieve in the long-run. Therefore, with government institutions lacking clear vision statements and management advocacy, the majority of its employees do not understand the long-term strategic intents of their organizations. They only report to work and execute their professional mandates without having specific targets they intend to achieve over specified periods. As a result, they become partially engaged or even

completely disengaged in their workplaces because they do not work towards achieving clear long-term institutional goals as well as realizing the vision of the organisation.

The lack of accountability in government institutions was also found to be a major factor predisposing employees to disengagement. Many government institutions do not have systems such as performance monitoring programs and mentorship programs, which keep employees on their toes to ensure they meet their workplace expectations each day. As a result, employees in these institutions tend to be sluggish, inattentive, and uncommitted in their workplaces since they know their underperformance is likely to go unnoticed or may not have severe consequences in the event they are identified. This eventually leads to even lower levels of employee engagement and in the worst cases, transitions even to active employee disengagement. Also, the organizational communication systems are often closely interlinked with accountability and organizational direction. Therefore, organizations lacking adequate communication systems are unlikely to implement effective accountability systems. They are as well unlikely to explain clearly the vision and goals of the organization to employees, a factor that ultimately leads to employee disengagement. Therefore, since a majority of government institutions does not implement proper communication systems, they end up experiencing high levels of employee disengagement.

The lack of recognition, teamwork, and opportunities for personal expression was found to account for 12% of the total levels of employee disengagement in government institutions. Primarily, employee engagement is closely related to employee recognition (Wagner 2006, p. 24). This implies that employees whose efforts in the attainment of organizational goals are recognized and rewarded by the management often feel valued by

and important to the organization for which they work, and that consequently makes them more engaged in their workplaces. However, the levels of employee recognition in government institutions were found to be very low. The managements of many government institutions do not bother recognizing the efforts made by their employees at individual and collective levels towards the realization of organizational objectives. Instead, they tend more often to criticize employees for areas of underperformance. Basically, if employees' positive contribution to the organization goes unmentioned, unappreciated and unrewarded, and yet instances of their underperformance are sure to attract criticism from the management; they usually feel misused and exploited since the organization only shows interest in its productivity with zero concern for the interests of employees. This in-turn leads to increased levels of employee disengagement. The lack of teamwork in government institutions was also a significant predisposing factor for low rates of employee engagement. Certainly, no single employee can ensure the success of an organization however good he/she may be. This demonstrates that all employees, regardless of their organizational positions and levels of professional qualification, are equally important in an organization.

Hence, government institutions ought to adopt human resource management systems that ensure collaboration among employees in all departments. Nonetheless, the lack of teamwork in government institutions leads to a disconnect amongst employees, which eventually translates to high levels of workplace conflict and consequently low levels of employee engagement. The lack of opportunities to exercise free and fair personal expression in government institutions was similarly found to be a cause of employee disengagement. Principally, employees all have feelings and ideas, and they need to feel

free to be able to express them. Nevertheless, many government institutions were found to lack platforms such as open forums and regular workplace meetings where employees can share their thoughts with the management and other intended audiences. Due to these constraints on upward feedback and communication with management, employees become frustrated since they can share neither their grievances and complements nor their innovative ideas with the leadership of the institutions for which they work. This consequently makes them disengaged in their workplaces.

The study also found out that despite having high levels of accountability in government institutions, the lack of personal expression, autonomy and fairness in treating employees was found to account for 11% of employee disengagement. This implies that even if the institutions implement operational measures that ensure high levels of employee accountability, they must complement these measures with autonomy/independence, fair treatment of employees, and provision of opportunities for personal expression lest they risk being vulnerable to employee disengagement by about 11%, according to the results of this survey. The study also found out that the poor management strategy from immediate supervisors in government institutions was responsible for 11% of employee disengagement.

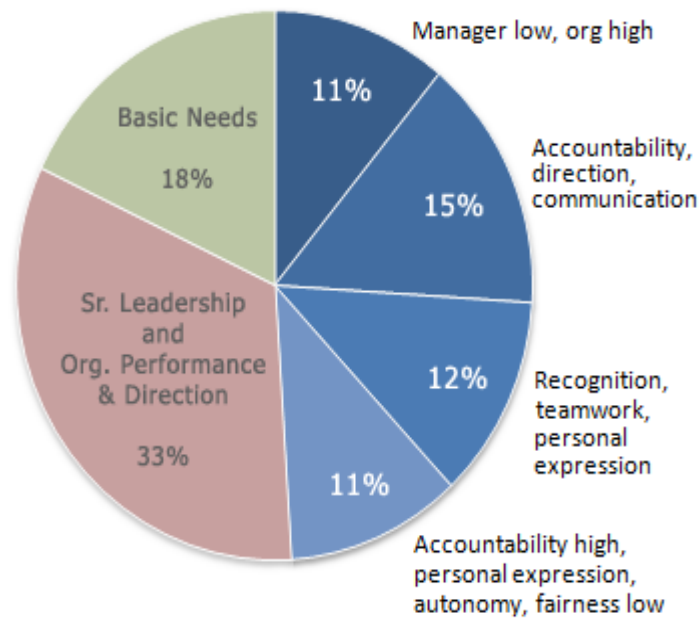


Figure 1 Research Findings on the Major Causes of Employee Disengagement in Government Institutions

4.3 Strategies through Which to Promote Employee Engagement in Government

The study also focused on the analysis of the strategies embraceable by the leadership of government institutions to promote employee engagement. From the data analysis in this study, it was found out that 70% of respondents explained that regular performance review was the most effective strategy through which to promote employee engagement in government institutions. In essence, performance review helps to increase accountability among employees (Baumruk 2006, p. 26). It encourages each employee to be directly responsible for his/her workplace performance at an individual level. It also provides a platform on which the leadership of the institution can set performance targets for individual employees and follow-up on whether or not they have met their targets. Hence, government institutions adopting a performance review strategy were able to

identify and reward high performance by their employees after specified periods as well as ensure that employees are accountable for their underperformance during the same period. This was found to be effective in improving the levels of employee engagement since high-performing employees felt rewarded and motivated to do better while the under-performing employees were sure to face appropriate repercussions for prolonged instances of unnecessarily low performance.

Skill training, which involves giving employees the opportunity to advance their professional skills, was found to promote employee engagement in government institutions by significant margins. 63% of respondents indicated that the adoption of such skill development strategies as employee training programs, mentorship programs, and allowing employees to take on short and long-term academic courses (and even funding them) was fundamental to increasing their trust towards their employers, hence making them more engaged in their workplaces. Apparently, government institutions that demonstrated the desire to develop professional skills of their employees were found attractive by many professionals, especially for the sense that such institutions communicate that they are not only concerned about profitability and expansion but care about the professional growth and development of their employees. This in turn enhanced the levels of employee engagement in the institutions by significant margins.

The study also found out that the adoption of effective employee recognition programs was foundational in promoting employee engagement in government institutions. Specifically, 59% of respondents attributed high levels of employee engagement in their institutions to effective employee recognition programs. These programs included giving employees bonuses for their outstanding performance; promoting them to higher

organizational ranks for consistency in good performance; giving them increased opportunities to engage in skill-enhancement programs like employee-training workshops, mentorship programs, and further their professionalism by taking short and long-term courses; and allowing them to have work schedules that are convenient to them. Through such recognition programs, employees in these institutions felt valued and appreciated. They therefore committed their minds and work efforts towards the realization of their optimum professional potential for the recognition, and more importantly, for the ultimate success of the organization.

Team building was also found to be an effective strategy through which to improve employee engagement in government institutions. Basically, 54% of respondents in the study pointed out that a solid and/or coherent human resource team is often more engaged at workplaces than is a divided team. This finding is justified by Bakker and Schaufeli (2008, p. 149) who explained that strong human resource teams are usually made up of employees who are bonded by friendship ties, which not only boost their desire to work together for personal reasons but also to create a workplace environment that is favourable for career growth and development. Thus, the study found that government institutions that had mastered the art of team building experienced higher levels of employee engagement than those that did not.

Also, of significance in promoting employee engagement in government institutions, as found in this study was the adoption of effective feedback programs. Notably, 52% of respondents in this study suggested that effective feedback programs were essential in promoting employee engagement in their institutions of work. Primarily, giving feedback to employees on a regular basis including in situations where they have recorded

overwhelming and underwhelming performances kept them in check at all times. As a result, they appreciated the feedback and were always willing to adopt different systems of executing their mandates in order to achieve the best results and positive feedback in subsequent reports. In addition, 43% of respondents of the study pointed out that the adoption of proper internal communication systems was a significant strategy through which to promote employee engagement in government institutions. In essence, internal communication is at the centre of successful organizational operations. It facilitates the conveyance of organizational policies and the procedures of their implementation from the management to employees; it facilitates clear communication of organizational goals and visions to employees and other stakeholders; facilitates the implementation of conflict resolution procedures; facilitates the implementation of skill training programs, feedback programs, and performance review programs; and also allows employees to exercise the appropriate degree of freedom for personal expression. Hence, the adoption of effective internal communication systems is certainly important in creating a favourable workplace environment for employees and improving their levels of workplace satisfaction, which consequently enhances their levels of engagement in their institutions of work.

The study also found that adoption of proper supervisory training and service training systems were significant in promoting the rates of employee engagement in government institutions. Basically, 36% and 29% of respondents indicated that supervisory training and service training respectively were vital for enhancing the levels of employee engagement in government institutions. In this context, supervisory training involved taking immediate supervisors in different departments in government institutions through appropriate leadership training in order to enhance their abilities to treat all employees

fairly, satisfactorily resolve conflicts between and among employees, listen to grievances of employees and respond to them in satisfactory ways, and provide honest and candid feedback to employees in a respectful and inoffensive manner. By so doing, many employees will feel appreciated and valued by the organization, a factor that in-turn enhances their levels of workplace engagement. Service training involved taking employees through training programs aimed at improving the quality of and efficiency of their service delivery. These training programs are meant to enhance the confidence of employees in their areas of service delivery and minimize frustration that arises from underperformance, especially as a result of lacking the levels of expertise needed to execute specific workplace responsibilities at the required quality and efficiency standards. Therefore, the study shows that government institutions which adopted supervisor training programs and service training programs experienced higher levels of employee engagement than those that did not.

Also, the study found that 8% of respondents of the study indicated that such factors as appropriate compensation systems, work-life balance, economic factors, political factors, and social factors like family issues were significant in improving the levels of employee engagement in government institutions. Finally, 6% of respondents did not identify any specific strategies capable of promoting high levels of employee engagement in government institutions.

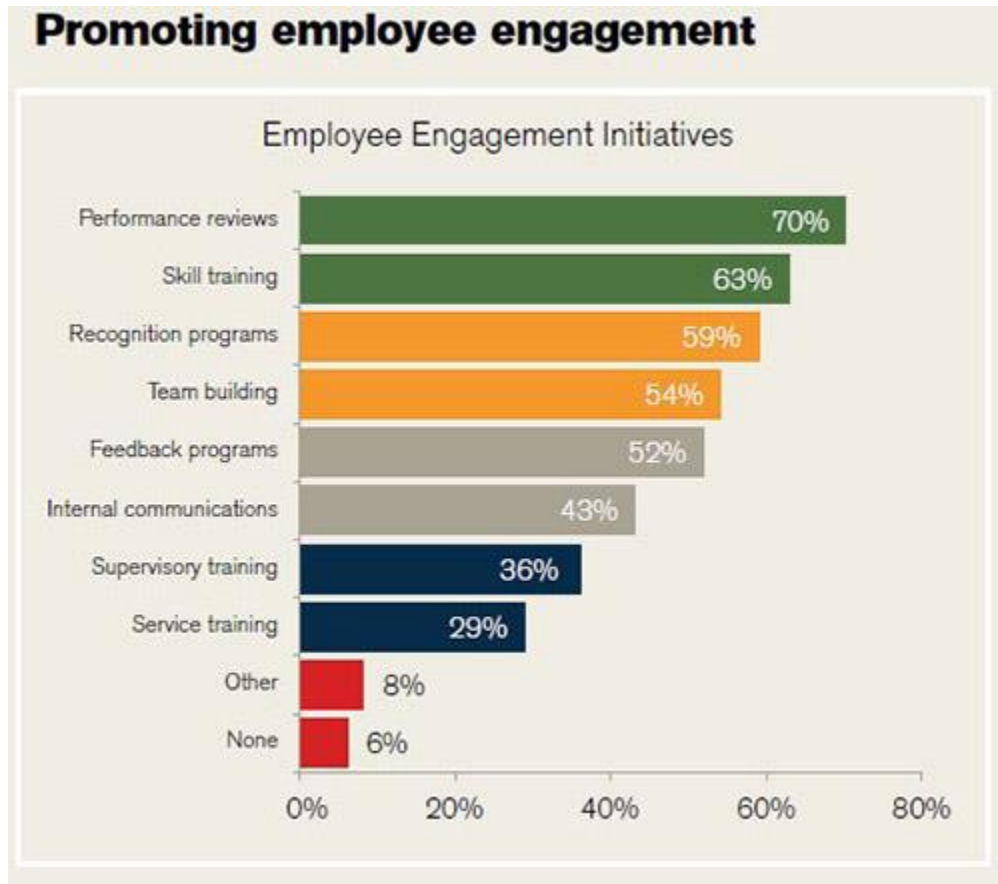


Figure 2 Percentages of Respondents of the Study With Regard To Specific Strategies Embraceable In Promoting the Levels of Employee Engagement in Government Institutions

1.2.

CHAPTER 5. DISCUSSION

5.1 Discussion

It is very important for the performance of government institutions that employee engagement must be higher with respect to the public sector. The government focuses on providing higher performance in all fields. The higher performance of the government is based on the employee performance as well. As the job security is higher in the government sector the engagement level of the employees is also higher.

It is evident from the literature review of this research study that employee engagement is compulsory in order to increase the performance of the organization. This study focuses on the operational analysis of the human resources department of the government as well as the management practices that have been governing in these institutions. It is very important to analyze the culture of the organization as well as the motivational programs that are very important to achieve higher motivation in government institutions. These practices have led to an increase in the employee engagement which is essential to achieve the goals set by the government according to their policies.

The on-job employee engagement is important for all kinds of organizations. The government is focused on employee engagement because it allows the management to set higher, achievable goals and to have a valuable enhancement of the engagement of employees. It is also demonstrated that many important advancements in the structure of the government by implementing IT related mechanisms in the organization's operations can lead to increased credibility of the government functions. It is also important for the employees of the government to have a higher level of employee motivation which is a direct determinant of employee engagement. It is important for employees to receive

considerable training provided by the Human Resource Department of the government. Such training allows employees to learn new skills which lead to increases in employee performance because they then perform their duties in a better way. It is also important for the employees in government institutions to have higher engagement with their work because it impacts directly on the growth of the country. The human resource management system of the government provides support to the management in government institutions because the management is very concerned with sustaining employee engagement.

It is evident from the literature review of the study that employee engagement is the emotional context of the employee with the organization. The attachment of the employee with the organization is very important to gain a higher level of employee engagement. It is also demonstrated by the definition of employee engagement that it is directly related to the relation of employees with the organization and their satisfaction on the job. It is very important for the organization to increase the satisfaction level of the employees so that it ultimately leads to increased levels of employee engagement. A major purpose of employee engagement is the emotional commitment of the employees with their employing organization to increase the focus of employees on their job and achieve high degrees of success . It is also highlighted in the organization that there are many determinants which enhance employee engagement in government institution.

It is important for all organizations to attain valuable increases in employee engagement and it is similarly very beneficial for government institutions. The productivity of the government institution is based on increases in employee engagement. It is very important for government institutions to focus on employee motivation which will ultimately lead to employee satisfaction and organizations can then achieve higher

employee engagement. It is also concluded from the results of the study that employee engagement has a negative impact on employee turnover. If the government institution has a lower level of employee engagement then it will lead to higher turnover of employees. Conversely, if employee engagement is higher in the organization it will lead to reduced turnover rates.

It is also evident from the research study that the corporate leadership has also played a vital role in the development of a motivated workforce with a high performance-oriented workplace. In government institutions, employees are very influenced by the decision of the leadership. It is important for the government to take certain decisions that can lead to valuable advancement in leadership style. If employee engagement is increased in government institutions due to the leadership style it will lead to increases in overall productivity. It is also concluded from the results of the study that government institutions has shown valuable advancement in the implementation of strategies that are essential to achieving a higher level of employee engagement. Moreover, the study has emphasized the importance of ensuring a productive work environment in government institutions which is essential to gain a higher level of competitive advantage. If employee engagement is higher in the organization it will lead to increases in the competitive advantage of companies as well. Based on the results of the study, it is recommended to government institutions that they focus on employee engagement to gain a higher level of competitive advantage and lower rates of employee turnover. The implementation of the strategies which lead to increases in employee engagement is important to gain high performance.

It is recommended that the government attends to the strategies that are essential for the corporate leadership to create a motivated environment that encourages the overall

workforce to concentrate on achieving high productivity. If workplace productivity is higher, then it will lead to increases in the overall strategies that are essential to gain high performance from employees. Thus, it is highly recommended for government institutions that they focus on high levels of employee engagement to increase public sector performance. This research study has also highlighted many of the important future research implications in order to enhance the credibility of the study. It is recommended that in future this study can also be conducted for private organizations to identify the levels of work engagement. It is also recommended for future research that employee satisfaction also be studied in government institutions to identify the factors that increase the satisfaction level of employees.

Moreover, the results of the study can be used in future research as secondary data to investigate the amount of work engagement in the organization. There are some limitations of this study which should be mentioned. This study only focuses on employee engagement in government institutions. But there are many other variables which are also responsible for gaining a higher level of productivity in government institutions. It is also important for future research studies to identify more of the factors which decrease employee engagement in the organization. Another limitation is that this study focuses exclusively on government institution and it is very important for the country and both the public and private sectors to understand this issue in organizations in the UAE private sector.

5.2 Benefits of High Levels of Employee Engagement in Government Institutions

This study also analyzed the major benefits that government institutions enjoy due to building highly engaged workforces. Essentially, on the analysis of the data collected in

this study, it was found that the government institutions with highly engaged workforces experienced high levels of productivity, which translated to increased profitability. Basically, a highly engaged workforce work harder by exerting more discretionary effort to attain organizational goals. An engaged workforce is often associated with low levels of workplace absenteeism and high levels of efficiency since employees ‘go the extra mile’ to achieve the ultimate goals and realize the vision of the organization.

In addition, engaged employees are usually more motivated than less engaged employees to give their best in the workplace in order to meet their personal targets in relation to overall organizational goals. They are also well-motivated to produce excellent performance in the workplace to realize optimal career growth and development. As a result, an engaged workforce in government institutions is likely to be more productive than is a disengaged one; a finding that was supported by Bakker and Schaufeli (2008, p. 147), whose study showed that engaged employees are likely to be 43% more productive than disengaged employees. Productivity is closely related to profitability. This means that a highly productive organization is more likely to be highly profitable, especially based on the principle of economies of scale. Therefore, just as it was found in this study, an engaged workforce in government institutions is likely to be more productive and efficient in productivity, and that translates to increased profitability. This finding was also supported by Bakker and Schaufeli (2008, p. 151) who found out that an engaged employee is likely to produce 26% higher revenue than a disengaged employee.

The study also found out that high level of employee engagement in government institutions leads to low levels of employee turnover. This finding is supported by the fact that an engaged employee is often satisfied with his/her workplace. Basically, a highly

engaged workforce is associated with high levels of job satisfaction. An engaged employee usually commits his mind, emotions, and energy to the organization, especially with the aim to attain organizational goals and realize its vision as well as achieve optimal career growth and development. Such employees are not only ambassadors of the organizations for which they work, but also demonstrate high levels of employee loyalty to their employers. As a result, highly engaged employees are likely to stay in the organization for long periods in order to help it achieve its long-term goals and become an integral part of its ultimate success. Moreover, retaining high performing and fully committed employees is essential for the success of the organization (Priya & Vijayadurai 2014, p. 7). It not only helps to enhance the productivity and profitability of the organization but also reduces the cost that is associated with the recruitment and training of new employees due to employee turnover. Therefore, since employee engagement facilitates job satisfaction, it increases employee loyalty, which in turn reduces employee turnover.

Following the analysis of the data collected in this study, it was also found out that a high level of employee engagement increases workplace innovation in government institutions. Primarily, an engaged workforce works with passion to ensure the success of the organization. Such employees are bound to strive to their level best to come up with new ideas on how to improve the operations of the organization. They can come up with new operational systems and processes, and new products and services in order to help the organization become outstanding in the sector or market. Additionally, an engaged workforce is also likely to have high levels of team work, which helps individual employees to collaborate with their colleagues in order to produce new ideas that will

facilitate rapid organizational growth. It is based on these facts that the research study finds that a high level of employee engagement can lead to increased innovation in workplaces.

5.3 Drawbacks of Disengaged Workforces in Government Institutions

Based on the findings of this study, it is clear that employee disengagement in government institutions leads to many disadvantages. One of the main drawbacks of employee disengagement as outlined in this study is low levels of productivity. In essence, a disengaged employee is likely to use vague and unjustified excuses to evade work. Such an employee can make silly excuses for absenteeism, would avoid additional responsibilities and advanced workplace challenges by all means, and struggle to meet the set deadlines for specific tasks as well as meet individual targets set for them. Moreover, employees who are negative and disengaged often affect team morale in the institution. They normally withdraw from participating in important organizational operations and/or functions, and that leaves the engaged employees overwhelmed with duties lest they all fail to achieve collective goals. As a result, the entire team may become demoralized due to the few disengaged employees, and that normally translates into low levels of organizational productivity in government institutions. Also, disengaged employees seldom apply discretionary effort to meet organizational goals. They also hardly ever contribute to innovative practices at workplaces. Due to that, their levels of productivity are usually very low, and this finding means that employee disengagement will lead to low productivity overall in this group of government institutions.

The data analysis of this research study also found that employee disengagement leads to high levels of employee turnover in government institutions. A disengaged employee is bound to consistently underperform and eventually quit his/her job due to

increased pressure from the management to enhance his/her performance. This problem of low performance arises because a disengaged employee may not believe in the vision of the organization, he/she may never be willing to make the discretionary effort required to perform according to the expectations of the organization. Therefore, such an employee may quit his/her job because of multiple workplace frustrations or may be fired by the management due to low performance. Whichever is the case, disengagement leads to employee turnover. With employee turnover, the organization unnecessarily incurs the cost of recruiting new employees and training them for their specific work and loses precious time to repeatedly replace disengaged employees in its workforce. Inevitably, this problem increases the cost of operations in institutions.

5.4 Limitations of the Study

- High levels of vulnerability to distortion of data collected and transmitted through online platforms. – From the above analysis, it is clear that the surveying method of data collection in this research study was exclusively conducted through email accounts. Given that high levels of hacking through advanced Internet technology, this data is not 100% safe. This is due to the problem that a malicious person can go out of his way to hack the email accounts of respondents and/or that of the researcher and tamper with the already filled in questionnaires by either changing the information given by respondents or deleting the questionnaires from the email accounts, altogether. This may compromise the integrity of the findings of the study in situations where the data in the questionnaires is changed, or may compel the researcher to redo the entire process of data collection, and that may take make the study

unable to exceed its deadline and may also cause significant inconvenience on the part of respondents and the researcher.

- Poor representation of players in government institutions in the study. Following the fact that this study used a purposive sampling method to select respondents for the interviews, it is undisputed that only respondents with specific qualities were permitted to respond to the interview questions. While this helped in the collection of highly expert information on the topic of study, it did not represent the opinions of senior human resource managers of government institutions who did not meet the specific criteria of selection for sampling. This makes the findings of the study biased based on the criteria of selecting participants for the interviews.

5.5 Validity and Reliability of the Study

5.5.1 External Validity

External validity refers to the level by which the findings of a study that involved a reasonable sample group are accurately and legitimately applicable in the entire population and/or the world at large. The results of the study are replicable in other situations to an extent. This study has an acceptable level of external validity. This is due to the fact that the participants in the interviews and respondents of the survey in the study represented a representative range of employees in organizations ranging from the low-ranked employees to the highest-ranked employees. Basically, the survey involved 83 respondents who were selected randomly and included a range of employees in the workforce from different government institutions. In addition, the interview involved ten respondents who were all experienced managers of human resource departments in different government

institutions. Based on these sampling criteria and sample sizes, it is justifiable to argue that the findings of this study have satisfactory population validity, which is an important component of external validity, especially since it includes the opinions of a cross-section of employees across the hierarchies of the organizations including the low-level employees, high-profile employees and experienced specialists in matters of human resource management. Therefore, it is reasonable to assume that the findings of this study can be generalized to the whole population, particularly human resource operations of all organizations and/or offices in the public sector of the UAE. As McDermott (2011, p. 31) explained, a study with high external validity is the one whose findings are replicable to the world at large and generalizable across different settings. Based on that, it is asserted that the findings of this study can be generalized to the population as a whole across different human resource management settings, which if it is the case means it has high external validity.

5.5.2 Reliability

The level of reliability in a research study is measured through the determination of the extent to which the results obtained from the study are consistent. Button, Ioannidis, Mokrysz, Nosek, Flint, Robinson and Munafò (2013, p. 364) explained that the reliability of any research study is determined by the inherency and/or repeatability of its key findings. This implies that if other researchers conduct similar studies under the same conditions, in a reliable study, they should be able to obtain the same results. It is evident that the reliability of this research study is high because its findings are consistent with many of the other studies that were conducted previously and have been published. More importantly, the study shows that high levels of employee engagement in government

institutions leads to such benefits as improved job satisfaction, increased productivity and efficiency, enhanced profitability, and reduced turnover, which are the same results obtained by many other independent and legitimate studies as confirmed in Chapter 2 (Literature Review). Generally, the results of this study on the effects of high employee engagement are undisputedly consistent, a factor that increases the reliability of the entire study.

5.6 The Answer to the Research Question.

The following are the main research questions that are answered in this study based on the data collected from the respondents.

What are the benefits of employee engagement in government institutions?

In accordance with the results of this research study, it is evident that employee engagement has many benefits for government institutions. It provides employees with an opportunity to perform well in their duties which ultimately leads to the achievement of the goals of the government. It is very important for the government to have satisfied employees so that the entire task performed in the government institution can be achieved in a timely manner.

The goals and objectives of the government institutions are directly linked with the economic growth of the country. To achieve these goals, it is very important to have an high-level of engagement of employees working in government institutions which leads to high performance. It can be concluded from the results therefore that higher levels of the employee engagement within institutions will be very beneficial and lead to considerable advancement in their operations.

What are the drawbacks of employee engagement in government institutions?

The drawbacks of high employee engagement are near to none in government institutions. It was investigated in the literature review for this study that many previous researchers have demonstrated the positive impacts of employee engagement on organizational performance. During the review of the literature review, no study was found demonstrating that there is a negative impact of employee engagement in the organization. So, it is concluded that employee engagement has only positive impacts on government institutions and their performance.

The management in government institutions uses job rotation to keep the work environment motivating. It also assists the leadership to perform their duties flexibly and to secure higher levels of success in the achievement of organizational objectives. It is known that many of the top management employees have spent years in one post within a government institution which sometimes is a major source of demotivation for lower level of employees who perceive a lack of opportunity for upward promotion. In this competitive environment, dynamic leadership is essential in order to achieve the advancement of government institutions.

RQ1 What are the factors that limit employee engagement in organizations, and how can they be mitigated?

It is evident from both the literature review and the results of this study that employee engagement is effective for running government institutions since it improves the collective performance of employees and their performance on the individual level. Further, it also has been demonstrated that organizational performance is increased with the implementation of higher employee engagement in government institutions.

It is also evident that there exist some factors that limit employee engagement in government institutions. These factors include the attractiveness of jobs in the private sector organizations. It is evident from comparison of the job responsibility, job structure and rewards between government institutions and private sector organizations that there is increased opportunity for gaining extra incentives and benefits that are paid by private organizations. This is one of a few reasons why there might be some limitations in employee engagement in government institutions.

RQ2.1 What is the impact of employee engagement on employee turnover rates?

Employee engagement has a negative impact on the turnover rate of the employees. It is evident from the investigation that if the engagement of the employees is increased in the organization it will lead to a decrease in the overall turnover rate. Government institutions also provide several kinds of benefits to employees which are not provided by private companies. It is evident that the job security is very high in the government institution which leads to higher engagement and lowers employee turnover. Switching of jobs by employees in government institutions is very low which leads to a lower rate of turnover. Employee engagement also lead to higher level of the employee satisfaction which is negatively acts on the employee turnover.

RQ2.2 What is the impact of employee engagement on the profit margins of an organization?

The profit margin of the organization is highly dependent on the performance of employees. If the employees perform well in their duties it will lead to a higher level of benefits for the organization. It is very important for the employee to get more career advantage, as well as more benefits, from the organization when they perform well. The

higher-level of performance of employees will lead to increases in the overall benefits for the organization in which the major benefit is the profit margin. It is also evident from the previous literature that if the employees have a higher level of engagement with the organization it will lead to an increase in the overall profit of the organization.

RQ2.3 What is the impact of employee engagement on efficiency and productivity at workplaces, particularly in government institutions?

It is important to encourage increasingly higher levels of motivation in the workplace and the environment should be very productive. If the employees are highly satisfied it will lead to a higher level of engagement which also leads them to realize increased benefits. It is also demonstrated that many of the important companies have focused on the productive workplace environment by implementing many motivational strategies. The level of motivation of the employees is the main determinant of the productive environment. It is also evident from this investigation that if the employees have a higher level of engagement then they will perform better in the workplace and this will lead to higher levels of the productivity.

RQ3 Which is the most appropriate framework adoptable in implementing employee engagement in organizations?

The framework which is proposed in this study is based on the goals and vision of the organization. It is very important for employees to have a higher level of satisfaction to attain the organizational goals and objectives. It is also very important for the employees to experience considerable advancement in employee engagement. If the vision and goals of the organization are aligned with the employees' goals then it will lead to higher

retainment and hence reduced employee turnover in the organization. The purpose is to achieve all of the collective, organizational goals as well as satisfying individual goals.

What is the role of corporate leaders in attaining high levels of employee engagement in government institutions?

The leadership plays a vital role in the growth of any organization. There are many leadership styles which have been implemented by organizations to achieve higher levels of productivity and a motivated workplace. A key role played by the leadership is to increase the overall productivity of the organization. The leadership is also very responsive to ways of increasing employee engagement.

Leaders and managers can increase the engagement of employees by providing them with highly motivating environments to gain considerable advancement in their work. Moreover, the corporate leadership in government institutions provided several sources of evidence of their incorporation in the plan policies, practices and systems for achieving higher levels of employee engagement. It is also evident from this study that a higher level of employee engagement will be achieved if the corporate leadership is playing its role. The leadership must motivate employees and set certain examples to enhance their performance. It is also evident from the literature and the results of the study that all the employees in government institutions have followed the footsteps of the corporate leadership.

5.7 Achievement of the Objectives of the study

It is evident from the investigation of this study that the results support the researcher's intent to achieve the objectives of the dissertation. These objectives were developed to explore and answer the stated research questions. It is evident from the

investigation that there is a very effective relationship between the organization's performance and the employee engagement. On the other side, it is also concluded from the investigation that there is very effective usability of the employee tenement in the government organization to enhance the overall credibility for the government structure. The major objective of the study is to investigate the employee engagement in the government institution. These objectives have been achieved in this study.

5.8 Current Results and Previous Literature

It is evident from the results of this study that they are directly related to the results presented in many of the previous studies on employee engagement. In the literature review it is mentioned that employee engagement is very important for government organizations to perform successfully. The result of this study also highlight the same fact that employee engagement is essential to gain considerable advantage as well as it also highlights the fact the it will increase the performance of employees. In addition, previous literature also emphasizes the role of corporate leadership in the organization and their positive impact on employee engagement, it is also demonstrated in the results that corporate leadership is essential to gain a higher level of competitive advantage in terms of employee engagement.

CHAPTER 6. CONCLUSION AND RECOMMENDATIONS

From the above analysis, it is deducible that employee engagement is one of the most important and integral aspects of modern organizational management systems. Although its adoption in the global workforce is still comparatively low, it is indisputable that the corporate leadership of many organizations has demonstrated keen interest in integrating employee engagement with their operations. Particularly, many organizations have implemented human resource management systems that promote employee engagement. Among the major strategies through which organizations have built highly engaged workforces in the recent past are the implementation of performance review programs; adoption of skills training systems; utilization of employee recognition practices; implementation of team building programs; adoption of effective internal communication systems; and implementation of supervisory and service training programs.

The study has also analyzed the various benefits that government institutions enjoy as a result of building highly engaged workforces with the main ones being reduced levels of employee turnover, improved levels of workplace efficiency and productivity, increased levels of job satisfaction, and high rates of employee loyalty.

6.1 Recommendations

6.1.1 Recommendations for employees

Providing employees with opportunities for career growth and development. - Employees who are empowered to build their careers within their organizations often feel that their future lies with the organization. Therefore, they commit their minds and energies to the organization so as to achieve their optimum career potential.

6.1.2 Recommendations for organizations

For all the government organizations, employee engagement should be one of the important things that need to be highlighted and managed according to certain policies and practices. In this attempt, the first thing is to develop communication among the higher body and the employees that are working in the organization. The effective internal communication system should be a part of the entire workplace. In this system, the employees should be given a chance to express themselves in front of the executive members, utilize their free time beneficially and figure out ways for the solution of the problems that are under discussion in the company's environment. Communication helps to convey the goals and vision of the organization to employees in clear and easy-to-comprehend ways. It also provides a platform on which employees freely express their personal thoughts and feelings to the organization including grievances and innovative ideas. Therefore, an effective communication system would help employees to become part of the organization's vision, play their role in achieving organizational goals, and make active contributions in the decision-making processes of the organization. This consequently makes them engaged in their workplaces.

Another important thing that needs to be changed is to ensure the improved alignment between employee attitudes, work effort, and organizational strategy. In this case, leaders are the one that needs to play their role in an effective manner. When the leaders will understand the business case and lead with strategies in their mind that give space to the employees then an overall improved performance will be observed by the higher management of the government organization. Besides this, the service delivery will be

more improved when the leaders will play an effective role in the improvement of employee engagement. Engaged employees significantly believe that their agencies are playing an effective role in achieving their mission successfully. When the leaders will identify employee engagement as the critical pillar of their leadership, only then the positive results can be obtained. In this situation there are certain stakeholders whose position is to be understood. Local government organization needs different kind of policies for aligning the attitude of the employees and the work effort done by them/ For the government organizations the higher executive needs to involve the local government so that the employees feel valuable in their attempts for making organization work smoothly. Other than this, there is a role played by the management as well. The management in this process needs to have a keen eye on all the projects that are being completed so no project gets suffer due to negligence of higher authority. When there will be a detailed supervision by the authorities the employees will keep engaged in their work to give up their best for the company.

There are certain key drivers in the employee engagement process. These key drivers may fluctuate with the change in the organizational culture. It is requested by all the government organizations to survey the employees present in the organization and find results that help them in highlighting the key drivers of employee engagement. However, the overall understanding of the driver's is used as well. The main key drivers include the leadership management that is every aspect of leadership management should actually have the end point of achieving employee engagement as their main achievement. Although many policies are made for keeping the employees engaged especially in the government

organization the actual things lies in implementing them and managing the change that comes as a repose of the change. When the changes observed in the organization are handled well, only then the organizations are able to keep their employee engagement for a long period of time. Investing time and money on the employees is another key driver for the development of the employee engagement. This investment can be done by training employees for their development and to make them understand the ups and downs of their work. When the organizations are operating under the local government then the main focus should lie on the quality of supervision. Often, the most common dilemma observed in the local organization is the lag in the supervision. Hence a check and balance should be done on the quality of supervision. When the employees in the organization feel like they are valued, only then they work with complete dedication to the company. Employees are the actual assets of any organization. They should be treated well. One of the most important things is to give employees freedom in adding innovation to the company. Besides this, they should be given a chance to share their ideas openly and suggest the improvement s for all the risks involved in it. Also, risk-taking in certain positions never harms the company's reputation if the leaders focus on the bigger picture.

6.1.3 Recommendations for Human Resource Departments

Embrace effective human resource leadership techniques. - These leadership techniques should ensure equitable treatment of all employees, proper and mutually satisfactory conflict resolution systems, conducting regular yet effective performance reviews, provision of honest and candid feedback to employees, and building strong human resource teams. These leadership systems help to create favourable working environments for employees, which consequently makes them more engaged in their workplaces.

6.2 Recommendation for Future Study

While the study has been comprehensive in analyzing employee engagement to include its implementation and impact on the operations of government institutions, it has not specifically analyzed in detail the relationship between employee engagement and employee turnover. Since employee turnover has become a significant factor that affects organizational management in today's corporate environment, it is definitely important to understand whether or not employee engagement can minimize employee turnover. Hence, it is recommended that future research studies are more specific in their analyses of employee engagement in the corporate world and particularly the impacts it has on employee turnover.

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CHAPTER 8. APPENDIX

1.3.Dissertation Research Instruments

1.1. A SURVEY FORM FOR THE STUDY ON EMPLOYEE ENGAGEMENT IN GOVERNMENT INSTITUTIONS

Name: _____ Gender: _____

Organizational position: _____

Department of service: _____

NB: Please give answers to each question in an honest and candid manner

1. Do you believe that you (personally) are engaged at your workplace?

Yes _____ No _____

2. Do you believe the workforce in your organization is highly engaged?

Yes _____ No _____

3. Does employee engagement improve workplace efficiency and productivity?

Yes _____ No _____

4.The adoption of regular performance review practice in organizations helps to improve accountability among employees. Do you believe it also helps significantly in improving the levels of employee engagement?

Yes _____ No _____

5.Do you believe skill training within organizations help to improve employee engagement?

Yes _____ No _____

6.Does the implementation of employee recognition programs help to build a highly engaged workforce?

Yes _____ No _____

7. Does the leadership of your organization have team building programs? Do you believe they (team building programs) help in building highly engaged workforces?

Yes. _____ Explain your position

No. _____ Why, (explain your position)

8. How effective or ineffective is the internal communication systems adopted in your organization? Do you believe the levels of efficiency in internal communications of an organization help to promote employee engagement in the workforce?

—

9. Does the institution for which you work have service training programs? Do they have a significant impact in boosting employee engagement in the institution?

10. Do you believe that employee engagement significantly limits productivity and efficiency at workplaces? Explain your position.

11. *Does your organization have supervisory training programs, particularly on employee engagement? If yes, how often and if no, why? Do they (the supervisory training programs) help promote employee engagement in workplaces?*

12. *Does the management of your organization directly involve you (as employees of all levels of organizational rank) in its decision-making operations? Explain.*

13. *What other strategies do the leadership of your institution implement in order to improve the levels of employee engagement?*

1.4.INTERVIEW FORM

Name: _____ Gender: _____

Organizational position: _____

Department of service: _____

1.To what extent do you think providing opportunities for career growth and development to employees in your organizations help to improve the levels of employee engagement?

—

2.What are the trends in the levels of employee engagement over the past half a decade in your organization?

3.What do you think is the impact of effective internal communication systems on promoting employee engagement in workforces?

4.Do corporate leaders have sufficient knowledge on employee engagement to include its impact on the organization and strategies adoptable to implement it in their workforces?

5.As the top management of your organizations, do you clearly communicate the goals and vision of your organization to your employees? If yes, how often?

6.It is indisputable that corporate leadership is at the core of building a highly engaged workforce, what do you think is the role of corporate leadership in promoting employee engagement in organizations?

7. What do you think is the relationship between of effective team building practices in employee engagement?

8.Accountability is vital in building a highly engaged workforce. What are some of the main strategies of human resource management that can be embraced to boost accountability in organizations?

9. *Do you believe that creating an environment in which all employees can freely practice personal expression within an organization can help in promoting employee engagement? Explain your position in details.*

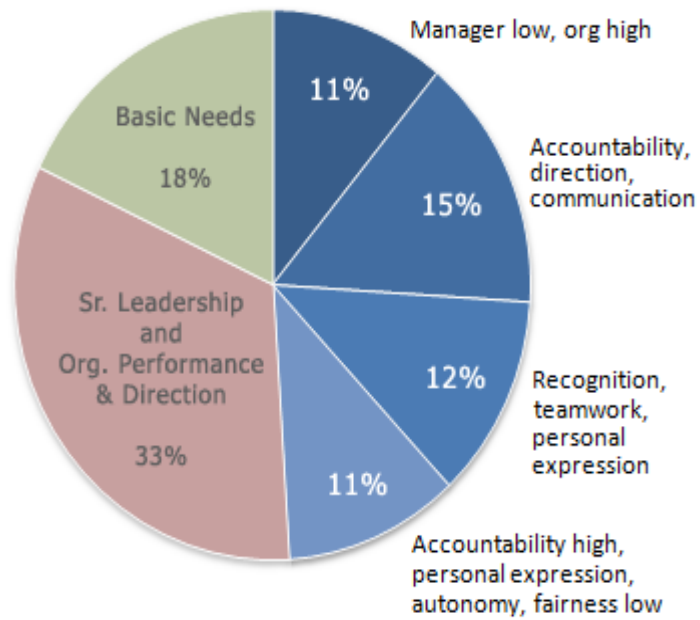
10. *Do you believe that communicating the goals and vision of an organization and even involving them (employees) in formulating them (especially goals) and coming up with procedures of their implementation can help to make them (employees) own the vision of the company and consequently become more engaged at workplaces? Please explain your position.*

12. *What do you think are the benefits of building a highly engaged workforce to both the organization and individual employees?*

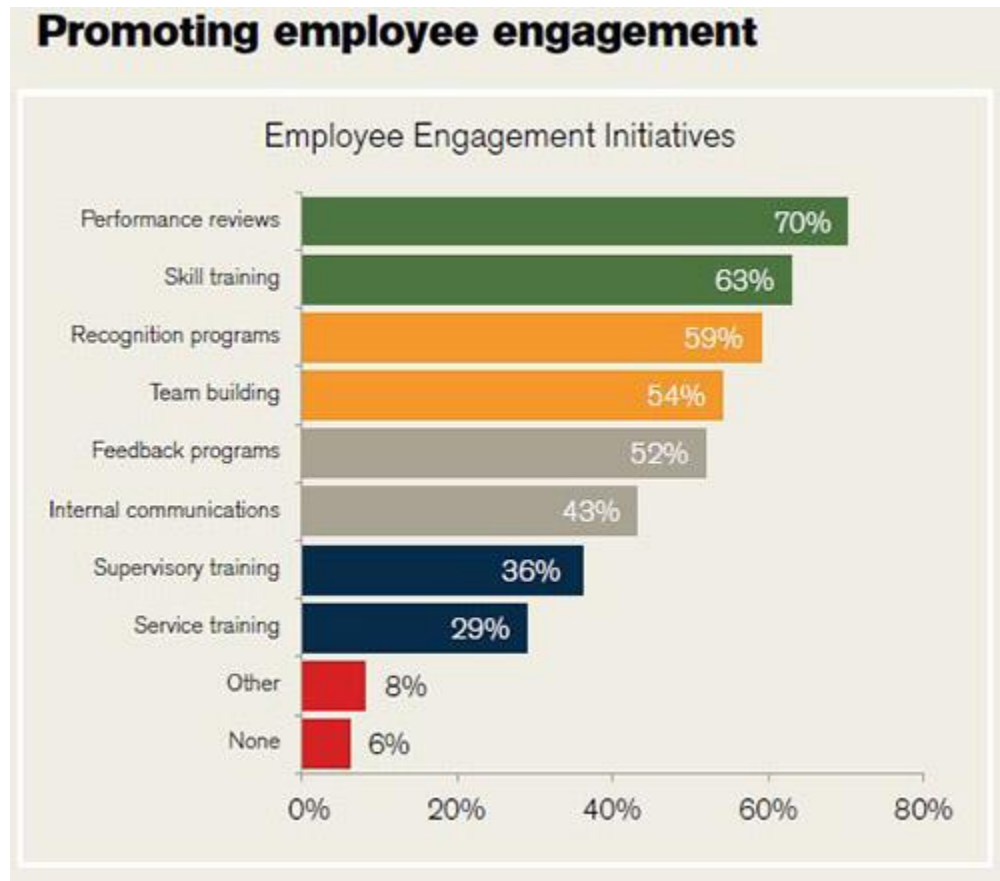
12. How can employee disengagement impact the organization and the careers of individual employees?

1.5. Pie Charts and Bar Charts

1.2. Figure 1: Chart Showing Research Findings on the Major Causes of Employee Disengagement in Government Institutions



2.2. Figure 2: *Chart Representing Percentages of Respondents of the Study With Regard To Specific Strategies Embraceable In Promoting the Levels of Employee Engagement in Government Institutions*



1.6.GANTT Chart and Table

Table 1: Gantt Chart Representing the Time-Plan (Milestones) For the Completion of the Research Project and Compilation of the Report

Activity	March	April	May	June	July	August	September
Finalise proposal							
Gain approval							
Data Collection							
Data analysis							
Write report							
Finalise report							

Table 3: Database template

Sub-problem	Literature Review	Hypotheses or Propositions or Research questions	Source of data	Type of data	Analysis
The lack of employee engagement, especially in government institutions, is drastically increasing; and is significantly limiting productivity and efficiency at workplaces.	1. Zhang and Bartol (2010, p. 107) 2.Nahrgang, Morgeson and Hofmann (2011, p.71) 3.Bedarkar and Pandita (2014, p. 109)	1.What is the impact of employee engagement on efficiency and productivity at workplaces, particularly in government institutions?	1. <i>Interview question:</i> what are the trends in the levels of employee engagement over the past half a decade in your organization? 2. <i>Survey question:</i> do you believe that employee engagement significantly limits productivity and efficiency at workplaces?	ordinal	Descriptive analysis

Corporate leaders, mostly in government institutions, are naïve of the significance and drawbacks of employee engagement at workplaces; hence, they should be coached on this approach of organizational management in order to have them incorporate it in their management systems.	<p>1. Harter, Schmidt and Hayes (2002, p. 268)</p> <p>2. Albrecht (2011, p. 112)</p> <p>3. Jenkins and Delbridge (2013, p. 2684)</p> <p>4. Macey & Schneider (2008, p. 19)</p>	<p>1. What are the factors that limit employee engagement in organizations, and how can they be mitigated?</p> <p>2. What is the impact of employee engagement on employee turnover rates?</p> <p>3. What is the impact of employee engagement on the profit margins of an organization?</p> <p>4. Which is the most appropriate framework adoptable in implementing employee engagement in organizations?</p> <p>5. What is the role of corporate leaders in attaining high levels of employee engagement in government institutions?</p>	<p>1. <i>Interview question:</i> Do corporate leaders have sufficient knowledge on employee engagement to include its impact on the organization and strategies adoptable to implement it in their workforces?</p> <p>2. <i>Survey question:</i> Does your organization have supervisory training programs, particularly on employee engagement? If yes, how often and if no, why? Do they (the supervisory</p>	Ordinal	Descriptive analysis
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			training programs) help promote employee engagement in workplaces?		
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<p>The top management of government institutions have overlooked and/or undervalued the management approach of employee engagement, and that has subsequently led to sidelining employees in the process of developing and implementing organization's vision and goals.</p>	<p>1.Seijts and Crim (2006, p. 5).</p> <p>2. Zaccaro (2002, p. 101).</p> <p>3.Mani (2011, p. 15).</p> <p>4.Bedarkar and Pandita (2014, p. 109).</p> <p>5.Vakola and Nikolaou (2005, p.163).</p>	<p>1.What is the role of corporate leaders in attaining high levels of employee engagement in government institutions?</p> <p>2.Which is the most appropriate framework adoptable in implementing employee engagement in organizations?</p>	<p>1. <i>Interview question:</i> As the top management of your organizations, do you clearly communicate the goals and vision of your organization to your employees? If yes, how often?</p> <p>2.<i>Survey question:</i> Does the management of your organization directly involve you (as employees of all levels of organizational rank) in its decision-making operations?</p>	<p>Ordinal</p>	<p>Descriptive analysis</p>
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