

EXPLAINING THE EFFECT OF ORGANIZATIONS' PRACTICES ON EMPLOYEE'S ENGAGEMENT IN EGYPT

Mohamed Mostafa Saad Mostafa, Hazem Rasheed Gaber and Ashraf Adel Labib
Arab Academy for Science, Technology & Maritime Transport

ABSTRACT: *This research explains the effect of human resource management practices (HRM) on employees' engagement in the Egyptian context. Egyptian organizations need to have more attention to the importance of employee's engagement that plays a major role in enhancing organizations' sustainability, profitability and developing of their employees. The objective of this study is to develop a more in-depth understanding of the concepts of organizations' practices and its impact on employees' engagement. The contribution of this thesis it is one of the few studies that examine this relationship. This study is a quantitative in nature, using a sample of 226 managers, through using survey questionnaire as a tool to collect their perceptions and opinion. The findings showed that there was a strong positive relationship between HRM and engagement. Since HRM practices selection and hiring, job design additionally reward and payment were empirically found to have a dynamic role in the improvement of employees' engagement in most of its dimensions.*

KEYWORDS: human resource management practices, HRM practices, employees' engagement, Egyptian context, developing countries.

INTRODUCTION

The core of organization's success is its employees as they are the assets that cannot be replicated or could be substituted (Zayas-Ortiz et al., 2015). Their integrated skills, knowledge, expertise and well-trained staff connected to create what indicates the company and differentiate it from others. Also business world is more challenging than before and in order for an organization to survive it needs to remain steady and maintain its competitive edge to do so it has to face difficulties to keep with the pace of changing surroundings and enhance their performance (Stephens and Russell, 2004; Boonstra, 2004).

Many companies realized that employees are organizations best assets that they can compete with internal and external organizations in their sectors (Bailey et al., 2016). In today's business world, employees' requirements go beyond the basic salary, which has shifted the focus of employers to understand the true essence of the employee engagement practices. Employees, in the present context, expect to be engaged in the organizational working, that is, their role should contribute and affect the business in a greater sense (Deeb et al., 2019).

Researches in the area of employee engagement since the 1960's have been concentrating on the antecedents and consequences of employee engagement. Saks (2006) suggests that one way in which employees responds to their organization's support is through their levels of engagement.

Researchers argued about the motives that can make an employee engaged, and how this will have an effect on the organization overall performance and profitability (Rashid et al, 2011; Welch, 2011).

The employees' first dimension is the cognitive engagement; i.e. to fully concentrate on delivering one's mission as expected, and the second is the emotional engagement; indicating to the how the employees feels towards the company and its management (Purcell, 2010). Lastly the Behavioral engagement; it refers to the actual presentation of the other two dimensions (Shuck and Reio, 2014).

Thus, another important factor that organizations are taking care of and affecting employees' engagement as discussed before is the human resource management practices (Lee and Bruvold, 2003; Vance, 2006; Albdour and Altarawneh, 2012; Dajani, 2015; Gamil, 2016). In this research study these practices contain five main activities which are recruiting and selection processes for employing new staff. Training and development to develop employees' skills and knowledge (Cheng and Ho, 2001; Karia and Asaari, 2006). Job design that forms how to utilize employees' in their jobs (Rathnaweera, 2010; Gamil, 2016). Job security that assure employees not being afraid of losing their jobs in the future (Van Zyl et al., 2013). Last but not least organizations cannot maintain institutional performance without providing rewards and payments to their employees based on their efficient and effective work (Barrick et al., 2015).

Research Questions

What is the effect of the HRM practices on employees' engagement dimensions?

Structure of this paper

First this paper begins with the introduction and research background, and then it moves to state and explain the research question. **Second reviews** the literature and the research model. It will also examine the concepts of HRM practices, Engagement. **Third** provides the research questions and hypotheses which will be tested and followed by the research methodology and target population i.e. sample size, sampling technique, procedures and data analysis methods. **Fourth** explores the data collected from the survey, and provides a thorough analysis of the information gathered. Then it moves on to discuss the main findings of this research. **Fifth** discusses how the research questions have been answered. Finally it provides conclusions, contributions, recommendations and suggestions for future studies.

LITERATURE/THEORETICAL UNDERPINNING

An Overview of Human Resource Management

Since last **80s**, scientists have been discussing the expanding role of human resource management and whether it impacts achieving the organization's goals and strategy (Caliskan, 2010). Later

studies in the 90s examined the new theme of HRM and to what extent it can benefit the organization (Harris and Tregidga, 2012). SHRM focuses on the overall HR strategies adopted by business units and companies and tries to measure their impacts on performance (e.g. Dyer 1984; Delery and Doty 1996). Much of the 'big push' in the recognition of the field of HRM came from landmark works in the 1980s which sought to take a strategic perspective, arguing that general managers, and not simply HRM specialists, should be deeply concerned with HRM and alert to its competitive possibilities (e.g. Beer et al. 1984). The area now has major texts reviewing a research domain in which HRM bridges out to theory and research in strategic management as well as industrial relations and organizational behavior (e.g. Boxall and Purcell 2003; Paauwe 2004).

For organizations to keep steady and maintain its competitive edge, it should be equipped with knowledge and well-trained staff. Business world is more challenging than before and in order for an organization to survive, it has to face the difficulties by preparing and equipping the staff with the required knowledge to keep with the pace of changing surroundings and enhance the organizational performance (Stephens and Russell, 2004; Boonstra., 2004). Other drivers towards employees' engagement include the Human Resource Practices applied in the company. These practices include recruiting and selection procedures for hiring new staff, training and development to enhance employees' skills, abilities and knowledge, job design that shapes how to utilize employees' in their jobs (Rathnaweera, 2010) and job security where employees do not have the continuous fear for the loss of their job (Van Zyl et al., 2013).

In light of this, the SHRM function may involve a variety of practices and activities; key among them as indicated by (Francis, 2014; Allui and Sahni, 2016) are recruitment and selection, The overall purpose of recruitment is to obtain at minimum cost the quality of employees required to satisfy the strategic needs of the organization, whereas selection implies judging applicants on a variety of criteria, ranging from the objective and measurable ones (e.g. years of experience) to the subjective and personal ones (e.g. leadership potential).

Training and career development, They are the formal activities undertaken by the company to assist employees acquire the knowledge, skills, abilities and experience needed to perform current or future jobs. Performance appraisal, it is the process of judging how well employees perform their tasks compared to a set of placed standards. Compensation and benefits, they are the cumulative monetary and non-monetary rewards paid to employees in return for their efforts. Given the lack of integration across the various HRM activities, early attempts concentrated on linking each functional area to the organization's strategy independently from other activities.

Human Resource Practices

Past researches such as (Ashill and Rod, 2011; Yeh, 2013; Presbitero, 2017) stated that employee engagement, particularly for service organizations, is more critical as the level of engagement highly depends on the job-related factors such as human resource management (HRM) practices. Furthermore, Chen (2017) noted that the different HRM practices may have different impact on employee behavior, so it is important to develop effective HRM practices rather a bundle of HRM practices to give a comprehensive knowledge of good practices to HRM practitioners. In addition,

Arrowsmith and Parker (2013) concluded that HRM practices and employee engagement link is still unclear and there is a need for further research in HRM field.

Actually, when a well-trained employee leaves the firm, he or she creates a vacuum, so that it loses indispensable skills, knowledge and business relationships (Latha, 2017), in addition to the financial cost that is buried in line items like temporary recruitment, selection and training (Holtom et al., 2008). Especially, that good employees have more external employment offers compared to average ones, and hence they are more likely to quit. High rates of voluntary turnover of such employees are often harmful or disruptive to the organization's performance. The problem is further compounded by the fact that most companies, particularly large entities, seem to reward and satisfy new hires more than their current loyal employees (Hemalatha and Savarimuthu, 2013). Excellence in performance, operations and customer relations are all essential to ensure that organizations are on the right path towards success; though, none would be possible without training employees (Lee and Bruvold, 2003). Training and development involve three key activities: training, education, and development (Rathnaweera, 2010). The researcher specified that organizations that provide training and employees' development make a noticeable investment in employees. Amongst its positive consequences, such efforts exerted in training would improve the practicability and attainability for the individual employee (Bashir and Long, 2015). Developing an organization's workforce is essential and vital to maintain and develop both the employer and employee competences (Lee and Bruvold, 2003).

According to Dhar (2015) training and development programs can be seen from three different perceptions, i.e. personal benefits, job-related benefits, and career benefits. The researcher discussed that Personal benefits are the advantages that the attending employee expects to accomplish in terms of improving his job performance, develop his network, and achieve personal growth and development. Furthermore; Job related benefits, on the other side, are the benefits that lead to developing the work relationships among colleagues, supervisors and that break the daily routine. As for career benefits, the researcher showed that they are ones that result from the employee's participation in training programs as it assists the employees to attain their career objectives and follow future endeavors that help them to further maintain and develop their careers.

According to Rathnaweera (2010) job design is an HRM practice that contains diversity, flexibility, accountability, and the use of formal teams. Marescaux et al. (2013) discussed that job designed in a manner where employees have pleasure, flexibility, and opportunity to perform and contribute in addition to autonomy, increase employees' engagement. It is also recommended that job design has a positive relation with numerous employees' related factors such as retention, loyalty as well as commitment to their organizations (Rathnaweera, 2010). All would be related eventually to the overall performance of the organization.

Adam Grant (2007) reviews evidence that makes a strong case for "relational job design" that enables people to express their prosocial motives by making "positive difference" in other people's lives. Learning in the form of training and gained knowledge, while development in the form of career path and growth were also identified as possible antecedents to engagement. Harter et al. (2003) stated that for employees to be engaged that must see opportunities to learn and grow.

Similarly Fleming and Asplund (2007) stressed that employees must feel that they have the opportunity to grow, develop, and learn.

According to Van Zyl et al. (2013) job insecurity is defined as the anticipations an employee has regarding the continuity of the job. It is perceived as a threat to the employees since it presents a sense of instability and uncertainty inside the workers causing stressful life for them (Stander and Rothmann, 2010). Van Zyl et al. (2013) pointed that job insecurity is an individual phenomenon as it is grounded on the worker's insights and readings of the direct work settings.

This denotes that feelings of job insecurity, besides reaction to the perceived job risks, may vary from one employee to another even if they were exposed to the same situations. Yet, employees with job insecurity will eventually be unsatisfied (Shuck and Herd, 2012). Several studies have discussed the consequence of such perceptions by stating that two dimensions may lead to a sense of job insecurity, namely the perceived likelihood of being unemployed and the perceived severity of the consequences of job loss (Van Zyl et al, 2013). As a result of their negative feelings, employees with a sense of insecurity would lead to financial costs resulting from undesirability of performing and absenteeism (Stander and Rothmann, 2010). Saridakis et al. (2013) confirmed that employees who are satisfied with their works are likely to show more positive feelings, beliefs and actions towards their jobs, and be more committed to the organization than those who are lacking satisfaction. Furthermore high turnover rates affect organizational profits and create a disruption in operations, as leaders must recruit, select, and train employees to fill vacant positions (DiPietro & Bufquin, 2018).

According to Barrick (2015) discussion concerns the reward and compensation, he stated that formal performance appraisals and merit-based compensation provide clarity and increase consistency regarding performance expectations the firm has for its employees (Batt and Colvin, 2011). Pay equity and job security are HRM inducements and investments that signal to employees that the firm is committed to them, values their well-being and stability, and is investing in their long-term career development (Shaw, Delery, Jenkins, and Gupta, 1998). Crawford et al. (2014) argues that although it appears that in most situations, rewards and recognition are beneficial for engagement, he recommends more study under which it can be detrimental to recognition and reward. However, training, empowerment and reward are three important HR practices which largely contribute towards quality performance and high levels of productivity in organizations (Deepak et al., 2003; Boselie et al., 2005; Combs et al., 2006; Takeuchi et al., 2007; Tang and Tang, 2012; Karatepe, 2013).

Human Resource Practices effect on Employees' Engagement

Vance (2006) argued that organizations can increase employee engagement "by selecting the candidates who are best suited to the job and the organization's culture". Further employees are considered as an important source of competitive advantage on which organizations should give more focus in order to compete in the market with others. Organizations superior performance will depend on the degree that these important and inimitable employees not only adequately perform their required job but exert efforts that are beyond necessities (Lee and Kim, 2010). High performance HRM practices will communicate employees about the humanistic values. It will

convey that the organization cares about their happiness and is ready to trust them. Therefore, organizations by adopting high performance HRM practices will be able to achieve competitive advantage through discretionary behaviors those are not included in the job description but lead to organizational effectiveness if performed by the employees (Dash and Pradhan, 2014).

Also Alfes et al. (2013) showed a positive association between perceived HRM practices and employee engagement in two independent samples. Contemporary HRM research and practice recognizes that high caliber job applicants are increasingly looking for job roles that include opportunities for challenge, growth and engagement (Collings and Mellahi, 2009; Harter and Blacksmith, 2010). Therefore, to attract and retain high caliber, high achieving, productive, committed and “engaged” employees, organizations need to provide working contexts that provide a good “fit” between the role expectations of prospective employees and their subsequent working environment (Herriot, 2002; Morgeson and Dierdorff, 2011).

An Overview of Employees’ Engagement

Many companies realized that employees are organizations best assets that they can compete with internal and external organizations in their sectors (Bailey et al., 2017). In today's business world, employees’ requirements go beyond the basic salary, which has shifted the focus of employers to understand the true essence of the employee engagement practices.

The first engagement conceptualizing was realized by Kahn (1990) as "the harnessing of institutional members' selves to their job role. In the engagement, people employ and express themselves physically, cognitively and emotionally during role performance. Also based on Kahn’s definition (1990, cited in Albdour and Altarawneh, 2012) who described it as a complete dedication by employees to their work. Jung and Yoon (2016) have claimed that engagement is a constructive, satisfying, job-related mood that is categorized by dynamism, devotion, and absorption; concluding that engaged employees’ are not only happier but also spend remarkably more time at their work. This is consistent with Marescaux et al. (2013) who confirmed that personalized employment preparations agreed and took place between employees’ and organizations produce personal initiative and work engagement. Succeeding Khan’s work, Saks (2006) added that engaged employees are those who feel obligated to perform in a certain way towards their organization because of its support, which motivates them to enhance their performance.

Kahn (1990) study determines three psychological engagement conditions needed for people to be correctly engaged, and whose absence influenced the personally disengage namely: Meaningfulness are related work elements that can encourage or not encourage engagement in the workplace. It is the return on investment that one’s feel in the role performance (Kahn, 1990). Safety which is associated with social elements, including manager style, organizational norms that affect personal engagement or disengagement. The employee can show self-fear of negative consequences (Kahn, 1990). Availability is a sense of possession of different resources; the physical, emotional and psychological required for role performance (Kahn, 1990).

Employees' Engagement Dimensions

Ashforth and Humphrey (1995, cited in Rich et al., 2010) basically indicated that engagement involves actively using the “hands, head, and heart” for a full performance at work. This was highlighted in the same definition by Kahn (1990, cited in Albdour and Altarawneh, 2012) expressed for Employee Engagement, presenting three dimensions of what the staff would be eager to be fully devoted to their organizations. These were physical, cognitive, and emotional types of investment of oneself. Though Valentin et al. (2015) outlined the dimensions of employees' engagement as a “determined manner and stimulated state of mind towards work role effort”; the positively related results of such state would have an internal influence on employees and an external impact on the organization.

The definition itself emphasizes on the perception of employees' engagement as a state of mind, and on a set of behavioral actions. Luthans and Peterson (2002) contended that the main dimensions of the organizational behavior and psychological engagement are the cognitive and emotional engagement. Moreover Employee engagement is defined as the cognitive, emotional, and behavioral energy an employee directs toward positive organizational outcomes (Shuck and Wollard, 2010). Research has suggested that engaged employees are more likely to be productive (Saks, 2006), remain with their current employer (Harter, Schmidt, and Hayes, 2002; Saks, 2006; Shuck, Reio, and Rocco, 2011), and interact positively with customers (Chalofsky, 2010).

Kahn (1990) proposed that levels of cognitive engagement originate from an employee's appraisal of whether their work is meaningful, safe (physically, emotionally, and psychologically), and if they have sufficient levels of resources to complete their work. This interpretation of the work environment is used to determine the overall significance of a situation and serves as the catalyst toward the intention to engage. Research literature suggests that this psychological interpretation of work reflects a level of engagement, or movement, toward their work (Brown and Leigh, 1996), paralleling the broadening of resources as proposed by Fredrickson (1998, 2001); those who believe their work matters embrace and engage (Kahn, 2010). On the other side, employees who experience negative work circumstances (i.e., a negative workplace climate) develop a downward spiral of emotions resulting in a narrowing of resources that end in feelings of loneliness, ostracism, and burnout (Fredrickson and Joiner, 2002; Maslach et al., 2001).

Cognitive engagement revolves around how employees appraise their workplace climate, as well as the tasks they are involved in. As an employee makes an appraisal, they determine levels of positive or negative affect, which in turn influences behavior as demonstrated in previous studies (e.g., Nimon, Zigarmi, Houson, Witt, and Diehl, 2011). Besides; a cognitively engaged employee is someone totally concentrated on his/her mission and delivering his/her tasks as expected if not better (Purcell, 2010). It is related to the beliefs that employees have about their organizations, management and working environment (Kular et al., 2008). Luthans and Peterson (2002) pointed that such employees would be so fascinated by their work. Purcell (2010) determined that this type of engagement by indicating that individuals who are cognitively engaged would even be directed to the means through which their own performance, as well as that of the organization, could be boosted.

Emotional engagement, on the other side, is a worker's positive feelings and affective association to his/her employing organization (Purcell, 2010). It is associated to the feelings that affect employees' attitude, whether negative or positive, to the firm and its leaders (Kular et al., 2008). Employees' positive emotional experiences in their organizations, as well as their relations with others, would form meaningful connections with the company (Luthans and Peterson, 2002). A research study managed by Boyd (2009) revealed that gender plays a role in the development of emotional engagement of employees. It was found that males show greater levels of engagement when the company's performance and goals are completely established as well as when they are delivered with guidelines through the long term strategies. Females' emotional engagement level, alternatively, was related to what support their daily working activities such flexibility to communicate with their family and the balancing between their work and family (Boyd, 2009). Accordingly, these feelings of positive emotion momentarily broaden an employee's available resources and enhance critical and creative thinking processes often displayed during moments of engagement. During the emotional engagement process, feelings and beliefs an employee holds influence and direct outward energies toward task completion (Rich et al., 2010).

Furthermore behavioral aspect is another part of employees' engagement (Kular et al., 2008). Behavioral engagement stated as the physical display of the other two dimensions namely, cognitive and emotional engagement (Shuck and Reio, 2014). According to the Shuck and Reio (2014) behavioral engagement can be explained as an increased level of effort exerted by employees. It is also the augmentation of an employee's existing resources that are obviously presented (Rich et al., 2010). The previous authors also specified that employees who are engaged behaviorally would drive themselves over others' expectations for the sake of their organizations. Kuler et al. (2008) indicated that such employees are "willing to go the extra mile."

As a final focal point, behavioral engagement is the most overt form of the employee engagement process. It is often what we can see someone do. Understood as the physical manifestation of the cognitive and emotional engagement combination, behavioral engagement can be understood as increased levels of effort directed toward organizational goals (Macey and Schneider, 2008; Shuck and Wollard, 2010). Put another way, behavioral engagement is the broadening of an employee's available resources displayed overtly. From this context, employee effort in the context of engagement is linked to increased individual effort.

The Importance of Employees' Engagement to employees

Organizational leaders view employee engagement as creating employee satisfaction to increase productivity (Ismail, Iqbal & Nasr, 2019). Employee engagement provide a path for an organization to strive to gain competitive advantage over their competitors (Smith and Bititci, 2017), hence becoming a key conduit for organizational performance. For example, a systematic review by Bailey, Madden, Alfes and Fletcher (2017) on the concept of employee engagement from the (1990-2013), revealed that the fourty-two studies that examined performance outcomes (that is, organizational or team performance and individual performance) and employee engagement found a positive relationship between them.

According to Khalid et al. (2015), contemporary organizations rely on their employees for long-term success, thus managers have recognized the value of involving all stakeholders, employees

in the organization's short and long-term strategies. Khalid et. al., (2015) argue that employees in general prefer working for organizations that engage them in the business decision making process. This is in keeping with growing interest in Employee Engagement (EE) in recent years. According to Albrecht et al. (2015), EE has become instrumental in organizational life to the extent of predicting organizational success, employee outcomes, and stakeholder returns with its foundation anchored in building sound employee relations.

Highly engaged employees' exhibit traits that enhance performance as well as improves the general atmosphere of the work environment. Engaged employees also learn to strive for excellence, increase the variety of skills and talents used at work to meet job requirements, motivated to seek feedback from their colleagues and superiors with the utmost view of performing better, which consequently leads to high psychological and financial rewards such as promotion, salary and a positive self-esteem (Bakker and Bal, 2010; Lu et al., 2014). Interest in the concept of engagement has caught the attention of many organizations in the global business environment, with employers and policy formulators determined to look out for new ways of influencing high levels of employee performance through engagement (Bailey et al., 2017).

Last important note by Glavas and Kelly (2014) who pointed that it is very critical to recognize employees' perceptions about their organizations' practices because it will in return reflect on their attitudes and behaviors at work along with their performance. While compensation for performance through salaries is a well-known and preferred model in many organizations, other motivating approaches could be essential along with having an effective tactic for attracting employees to have a positive perception of the company and become more engaged and committed to driving sustainable business success (Barrick et al., 2015). One of these motivating factors was discussed to be the organization's engagement in corporate social responsibilities' activities (Albdour and Altarawneh, 2012) and the organization's human resource practices undertaken towards employees (Barrick et al., 2015).

METHODOLOGY

Based on the previous literature, the researcher formulated the following research hypothesis:

- ❖ Hypothesis 1: HRM practices are significantly and positively influencing the cognitive engagement
- ❖ Hypothesis 2: HRM practices are significantly and positively influencing the emotional engagement
- ❖ Hypothesis 3: HRM practices are significantly and positively influencing the behavioral engagement

3.2 The research study Conceptual Model

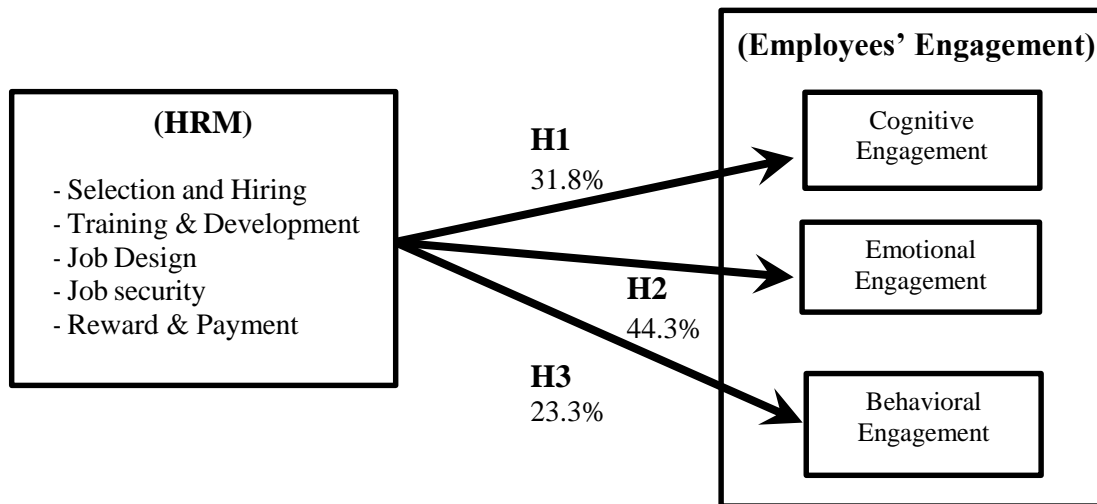


Figure 1 Conceptual Model - The impact of organizations' practices on employees' engagement.

Data Collection Instrument and Source

The human resource management practices sources were derived from the work of the following researchers Lee and Bruvold (2003); Vance (2006); Stander and Rothmann (2010); Albdour and Altarawneh (2012); Dajani (2015); Barrick et al. (2015).

The Employees' engagement dimensions sources were derived from the work of the following researchers Rich et al. (2010); Shuck and Reio (2014).

Target Population and Sampling Methods

Consequently, The targeted population in this study presents all the managers who are occupying jobs in the field of academic, operations, sales, marketing, finance, accounting, engineering, management, physician, pharmacist and human resource management and working in the Egyptian organizations' inside the Egyptian market. In the choice of non-probability sampling technique, a core characteristic of non-probability sampling techniques is that samples are selected based on the subjective judgment of the researcher, rather than random selection. The non-probability convenience sampling technique is where you collect data from sources that are convenient or easy for us to contact. The most convenient source used was managers that are working in private and public Egyptian organizations, in addition to; using the self-selection techniques in distributing an online google forms survey for participants to fill in online. With regard to the sample size, the targeted sample size is 300 subjects who participated in the study. The survey has been mainly

administered to employees; their input to the survey is assumed to be based on their perceptions and involvement in this study. Out of the 300 targeted managers only 226 have participated, 74 participant surveys were eliminated because they were incomplete or didn't reply back. The valid response rate was; therefore, 75.3%.

Procedures

Using the self-selection techniques the survey was distributed with the help of "Google Forms", which is available online. This facilitated sending out the survey to the chosen respondents. Within "Google Forms", collection and display of data is feasible. Furthermore for participants who faced difficulties in accessing the online survey, we distrusted it by printing it out, delivered it hand to hand to them to answer and send it back to us. The data collected from the surveys were analyzed with the help of an IBM software tool SPSS version 25, since with "Google Forms" data can be exported to "Microsoft Excel" and later imported in the SPSS software.

Data Analysis Methods

To ensure reliability, Cronbach's alpha will be used to test the internal consistency of each of the survey subscales, and each exhibited acceptable internal consistency. Followed by Pearson correlation of the variables to determine the direction and the strength of the relationship between the constructs and regression analysis to predict the change in the relationship between the variables.

RESULTS/FINDINGS

The Cronbach alfa

Variables	Cronbach's Alpha	No. of Items
Selecting and Hiring	0.872	5
Training and Development	0.880	4
Job Design	0.783	4
Job Security	0.734	4
Reward and Payment	0.861	4
Employee' Cognitive Engagement	0.842	5
Employee' Emotional Engagement	0.914	5
Employee' Behavioral Engagement	0.924	5

Table 1 Cronbach's Alpha Source: Spss Data Based

The Cronbach alfa results all the variables are accepted with alfa more than (0.7) this has been accepted in all the tested variables. Therefore, it's confirmed that our questionnaire scale has an internal consistency and is reliable to start with the analyses of the data.

Correlation Analysis

Concern (HRM) construct, the first variable is (SH) it was found out that the relationship between (SH and EE) were the highest ($r= 0.506$) which is a moderate to high positive relationship, on the other side the relationship between (SH and BE) were the lowest ($r= 0.381$) which is a moderate positive relationship. The second variable was found out that the relationship between (TD and EE) were the highest ($r= 0.517$) which is a moderate to high positive relationship, on the other side the relationship between (TD and BE) were the lowest ($r= 0.341$) which is a moderate positive relationship. The third variable is (JD) it was found out that the relationship between (JD and EE) were the highest ($r= 0.628$) which is a moderate to high positive relationship, on the other side the relationship between (JD and BE) were the lowest ($r= 0.461$) which is a moderate positive relationship.

The forth variable is (JS) it was found out that the relationship between (JS and EE) were the highest ($r= 0.492$) which is a moderate to high positive relationship, on the other side the relationship between (JS and BE) were the lowest ($r= 0.378$) which is a moderate positive relationship. The fifth variable is (RP) it was found out that the relationship between (RP and EE) were the highest ($r= 0.532$) which is a moderate to high positive relationship, on the other side the relationship between (RP and BE) were the lowest ($r= 0.314$) which is a moderate positive relationship.

Regression Analysis

- Hypothesis 1: HRM practices are significantly and positively influencing the cognitive engagement (RQ2) (H4>>ACCEPTED).

The results of the first test indicated that there is a positive relationship with ($R=0.564$) and the independent variables can predict the change in the dependent variable by around ($R^2=31.8\%$). This result from the Anova table was also presented to be statistically significant at ($p\text{-value}=0.001$), which is less than (0.05) so we reject null hypothesis H_0 and accept the H_4 and this indicating that this regression result is statistically significant in this study. For the HRM practices, not all of the tested constructs were able to contribute to the change in (CE). As shown above (SH, JD) had a significant impact on (CE) as its ($p\text{-value}$ was equal to 0.003) which is less than (0.05) with ($\beta=0.240$).

- Hypothesis 5: HRM practices are significantly and positively influencing the emotional engagement (RQ2) (H5>>ACCEPTED).

The results of the tested variables indicated that there is a positive relationship with ($R=0.666$) and the independent variables can predict the change in the dependent variable by around

($R^2=44.3\%$). This result from the Anova table was also presented to be statistically significant at ($p\text{-value}=0.001$), which is less than (0.05) so we reject null hypothesis H_0 and accept the H_5 and this indicating that this regression result is statistically significant in this study. The HRM practices (JD) had significant impact on (EE) as its ($p\text{-value}$ is equal to 0.001) which is less than (0.05) with ($\beta=0.381$) also (RP) had significant impact on (EE) as its ($p\text{-value}$ is equal to 0.026) which is less than (0.05) with ($\beta=0.162$).

- Hypothesis 6: HRM practices are significantly and positively influencing the behavioral engagement (RQ2) ($H_6 \gg \text{ACCEPTED}$).

The results of the final test outcome showed that there is a positive relationship with ($R=0.483$) and the independent variables can predict the change in the dependent variable by around ($R^2=23.3\%$). This result from the Anova table was also presented to be statistically significant at ($p\text{-value}=0.001$), which is less than (0.05) so we reject null hypothesis H_0 and accept the H_6 and this indicating that this regression result is statistically significant in this study. For the HRM practices, not all of the tested constructs were able to contribute to the change in (BE). As shown above only (JD) had a significant impact on (BE) as its ($p\text{-value}$ was equal to 0.001) which is less than (0.05) with ($\beta=0.310$).

DISCUSSION

When analyzing in our study findings the correlation between (HRM) practices and engagement (CE, EE, BE) constructs, (JD) had the highest relationship were with (EE) and (RP) was the lowest with (BE) of ($r=0.314$). For the (SH) the highest relationship were with (EE) and the lowest were with (BE). For the (TD) the highest relationship with the engagement were with (EE), the least were with (BE). For the (JD) the least was with (BE). The (JS) the highest relationship with the engagement were with (EE), the least were with (BE). Lastly the (RP) the highest relationship with the engagement were with (EE). All the presented results are in line with what Vance (2006) discussed that the management of human resource practices must include employing the correct person in the right place. Further Harter et al. (2003); Fleming and Asplund (2007) stressed that employees must feel that they have the opportunity to grow, develop, and learn. Gamil (2016) results indicated that (TD) correlated positively with all employees' engagements dimensions, namely cognitive engagement, emotional engagement and behavioral engagement. Though these results were stronger, they are harmonizing Albdour and Altarawneh (2012) findings where (TD) had a positive correlation with employees engagement.

The regression analysis of Dajani (2015) looked into the impact of (SH), among other constructs, under the variable practices and procedures, and found that it can produce a significant prediction of (12%) of the change in engagement. Gamil (2016) concluded that selecting and hiring had no significant contribution to the change explained on cognitive, emotional and behavioral engagement. In different means, our research indicated that (SH) was only significant with (CE). This agreed with Dajani (2015) findings and with Vance (2006) who argued that organizations can increase employee engagement "by selecting the candidates who are best suited to the job and the organization's culture".

As well as, when looking at the regression test where the impact of training and development, among other constructs, which was investigated on engagement, Albdour and Altarawneh (2012) research indicated that the (TD) was able to significantly influence employees' job engagement. Dajani (2015) also found that (TD) practice was a predictive variable of employee engagement but with the least impact among the researcher's other tested variables. This contradicts the results of our research findings where (TD) had no significant contribution to any of the engagement's dimensions. Similarly, Gamil (2016) had the same findings.

Barrick et al. (2015) argued that applying certain human resource management practices, such (JD) and (JS), would enhance employees' engagement. The authors' investigations' outcomes demonstrate that (JD) characteristics had a positive contribution to the change in level of the employees' engagement. This is in the same view of Herriot (2002); Morgeson and Dierdorff (2011) that stated in order to attract and retain high caliber, high achieving, productive, committed and "engaged" employees, and organizations need to provide working contexts that provide a good "fit" between the role expectations of prospective employees and their subsequent working environment. Gamil (2016) research also concluded that there was a strong correlation between all engagement dimensions, i.e. cognitive, emotional and behavioral engagement. Our results as stated before are in similarity with that of the authors' as we found that (JD) correlated with all (CE), (EE) and (BE). Bakker et al., (2007); Idris and Dollard, (2011); Bailey et al. (2017) showed in their research findings that there is a positive association between aspects of job design and engagement.

Job design is also presenting a very important variable in our research study that lead to (CE) its contribution is perceived higher in (EE). Yet the behavioral engagement was lowest. On the same manner Gamil (2016) research findings were same with our results that the higher contribution was with (EE) and the least was the (BE). Barrick et al. (2015) also examined the impact of other HRM practices such job design among others and found that they collectively positively impact engagement with correlation. Finally Rathnaweera (2010) and Marescaux et al. (2013) supported our findings and discussed that taking care of job designed in a manner where employees have pleasure, flexibility, and opportunity to perform and contribute in addition to autonomy, increase employees' engagement.

Our findings postulate that job security has a significant positive correlation with all engagement constructs. An important remark that in our results in the regression analyses the (JS), (TD) were insignificant with all employees' engagement constructs but (RP) were only significant with (EE) variable. Several empirical studies (Strazdins et al., 2004; Ugwu and Okojie, 2016; Chen, 2017) found that employees who have poor feelings of job security may have poor psychological conditions which, in turn, give employees in stress and burnout which is opposite of engagement.

Next when examining the effect of human resource practices on different types of engagement among employees, only Selecting and hiring variable and Job design variable affected the Cognitive engagement others were insignificant with cognitive engagement. This can be in the same thoughts of (Vance, 2006; Rathnaweera, 2010) they stated that management of human resource practices in mainly includes employing the correct person in the right place, i.e.

“Employee skills and organizational structure” that would in return contribute to higher productivity. Additionally the research of Gamil (2016) discovered that selecting and hiring, training and development, had no significant impact on cognitive, emotional or behavioral engagements. For training and development variable such a results, contradicts that of Dajani (2015) and of Albdour and Altarawneh (2012).

Next our study results that (RP) were found significant with (EE) this was in line with the same results as Barrick et al (2015), in addition to; the only practice of the human resource management that was found significantly impacting all engagement dimensions is job design variable which also affected cognitive, emotional and behavioral engagement. Job design had the highest impact on emotional than cognitive and behavioral engagement. Our findings fully agreed with Bakker et al. (2007); Idris and Dollard (2011); Bailey et al. (2017) their studies examined per their review showed an association between aspects of job design and engagement. In Gamil (2016) results were different that only job design and job security were found significantly impacting these dimensions with this latter being the strongest contributor to the change in each dimension were job design had an effect on all engagement dimensions.

Job security with training and development had no contributing and were insignificance with the 3 constructs cognitive engagement, emotional engagement and behavioral engagement. To conclude our results partially agreed with both researchers such as Barrick et al. (2015) and Gamil (2016) as they found out that there is a significant impact of both job design and job security on engagement dimensions. Our results agree with researchers as Turker (2009); Glavas and Piderit (2009); Lin, Lyau, Tsai, Chen, and Chiu (2010); Glavas (2012); Mirvis (2012); Glavas and Kelly (2014) that CSR plays a major role for employees’ engagement and there is a relationship between them also as CSR is used today as an “instrument” through which companies attract, recruit competent and talented employees, in addition to; retain and engage employees. Our research findings also agree with Sparrow and Balain (2010); Ashill and Rod (2011); Truss et al. (2013); Alfes et al. (2013); Yeh (2013); Guest (2014); Sparrow (2014); Presbitero (2017) they proposed that employee engagement relationship with HRM finally provide the key to understanding how effective HRM practice can lead to higher individual and organizational performance.

Implication to Research and Practice

Although some human resource management practices were not seen influential in this study, it is still recommended that the organizations in question have proper selection and recruitment policies, in order to pick organization’s “fit employees” who would have similar values with the organization. Adam Grant (2007) reviews evidence that makes a strong case for “relational job design” that enables people to express their prosocial motives by making “positive difference” in other people’s lives. Learning in the form of training and gained knowledge, while development in the form of career path and growth were also identified as possible antecedents to engagement. In the same thoughts as past researcher Harter et al. (2003) stated that for employees to be engaged that must see opportunities to learn and grow.

Since selection and hiring, job design additionally the reward and payment were empirically found to have a dynamic role in the improvement of employees engagement in most of its dimensions, Egyptian organizations have to establish a fair selection and hiring base on employees competencies also a well-planned, studied and creative job description and job specification to suit employees skills and abilities, stimulate employees' sense of responsibility and enhance their creative thinking further more they should concentrate on the design of the job to contain diversity, flexibility, accountability, and the use of formal teams. It is the management main task to thoroughly plan for any work needing to be accomplished by employees. A proper job plan could be designed through job rotation, job enlargement and job enrichment. Once this is accomplished, employees' productivity should be enhanced, and in return they become even more encouraged to sustain the good efforts. Similarly Fleming and Asplund (2007) stressed that employees must feel that they have the opportunity to grow, develop, and learn.

Additionally the reward and payment was empirically found to have a dynamic role in the improvement of employees' emotional engagement. Therefore management should implement a continuous praising and assurance that employees' efforts and services are needed and that they are the key to their success. Similarly a motivational tone set in the working environment and management displayed appreciation and gratitude for the values added by employees would enhance their sense of security and make them strive to make the company continuously thrive. Motivation tone could be by simple gestures such as a "thank you," notes sent to employees' email or left on their desks, last but not least the importance of suitable and competitive reward and payment which will provide clarity and increase consistency also will signals to employees that the firm is committed to them, values their well-being and stability, and is investing in their long-term career development.

Managers working in the Egyptian companies need to concentrate a lot on the problem of when a well-trained employee leaves the firm, he or she creates a vacuum, so that it loses indispensable skills, knowledge and business relationships (Latha, 2017), in addition to the financial cost that is buried in line items like temporary recruitment, selection and training (Holtom et al., 2008). Especially, that good employees have more external employment offers compared to average ones, and hence they are more likely to quit. High rates of voluntary turnover of such employees are often harmful or disruptive to the organization's performance. The problem is further compounded by the fact that most companies, particularly large entities, seem to reward and satisfy new hires more than their current loyal employees (Hemalatha and Savarimuthu, 2013).

The current research is one of the few studies to empirically examine employees' engagement antecedents and consequences for managers working in the Egyptian organizations in addition to studying the relationship between HRM and engagement. The majority of previous studies, no to say all, have always considered these constructs separately. Likewise, the study investigated these antecedents impact on the three acknowledged dimensions of engagement rather than examining the impact on the overall employees' engagement. Concentrating on each engagement type separately provided valuable knowledge regarding key factors contributing to enriching each construct.

CONCLUSION AND LIMITATIONS

There were not enough previous researches or studies conducted in terms of CSR dimensions towards engagement dimensions. The same is applicable for the HR practices towards engagement dimensions and especially in the Egyptian context. There were not enough previous researches or studies conducted in terms of the relationship between employees' engagement and its effect on employees' commitment and especially in the Egyptian context, most studies explored the opposite direction of the relationship. Human resource practices were measured using only five types of practices. The study depended just on a quantitative method to collect data and studying these phenomena.

The non-probability sampling technique with the convenience and self-selection sampling which is used to gather the sample of the employees working in the Egyptian context cannot be generalized, in the future we should consider larger sample size and different sampling technique. This study is cross sectional study due to the tight time to finish this thesis, the main suggestions in the future research to conduct longitudinal study. The results were based on individual perceptions and opinions, although the results were tested for the internal consistency of answers, the outcomes reflected individual perceptions and opinions. The researcher must trust that the answers were disclosed honestly (Spicer and Sadler-Smith, 2005).

Future Research

This research looked at five human resource practices; additional practices could be included such as work safety to see their influence on engagement. The research covered only the managers working in Egyptian organizations, it is advised to include other companies and organizations to cover the entire industry, which will increase the sample size and help in developing a comparison between the sectors. Furthermore a comparison between industry players could be positioned as well in the future. A future research could cover other industries' employees, specifically to service providers' employees. Engagement is advised to be measured and tested over a longer period of time through a longitudinal research timeframe to detect changes in employees' perspectives about these concepts. This research data was collected through quantitative approach. Hence, a further research could be supported through a qualitative methodology for the top management, and then compare the results with those of employees.

References

- Albdour, A.A. and Altarawneh, I.I. (2012). Corporate social responsibility and employee engagement in Jordan. *International Journal of Business and Management*, 7(16), p.89.
- Albrecht, L. Simon et al. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach", *Journal of Organizational Effectiveness: People and Performance*, Vol. 2 Issue: 1, pp.7-35, <https://doi.org/10.1108/JOEPP-08-2014-0042>.
- Alfes, K., Shantz, A.D., Truss, C. and Soane, E.C. (2013). "The link between perceived human resource management practices, engagement and employee behavior: a moderated

- mediation model”, *The International Journal of Human Resource Management*, Vol. 24 No. 2, pp. 330-351.
- Alfes, K., Truss, C., Soane, E.C., Rees, C. and Gatenby, M. (2013). “The relationship between line manager behavior, perceived HRM practices and individual performance. Examining the mediating role of engagement”, *Human Resource Management*, Vol. 52 No. 6, pp. 839-859.
- Alfes, K., Truss, C., Soane, E.C., Rees, C. and Gatenby, M. (2013). “The relationship between line manager behavior, perceived HRM practices and individual performance. Examining the mediating role of engagement”, *Human Resource Management*, Vol. 52 No. 6, pp. 839-859.
- Allui, A. and Sahni, J. (2016). “Strategic human resource management in higher education institutions: empirical evidence from Saudi”, *Procedia-Social and Behavioral Sciences*, Vol. 235, pp. 361-371.
- Arrowsmith, J., and Parker, J. (2013). The meaning of 'employee engagement' for the values and roles of the HRM function. *The International Journal of Human Resource Management*, 24(14), 2692-2712. <https://doi.org/10.1080/09585192.2013.763842>.
- Ashforth, Blake & Humphrey, Ronald. (1995). *Emotion in the Workplace: A Reappraisal. Human Relations*. 48. 97-125. 10.1177/001872679504800201.
- Ashill, N. J., and Rod, M. (2011). Burnout processes in non-clinical health service encounters. *Journal of Business Research*, 64(10), 1116-1127. <https://doi.org/10.1016/j.jbusres.2010.11.004>.
- Ashill, N. J., and Rod, M. (2011). Burnout processes in non-clinical health service encounters. *Journal of Business Research*, 64(10), 1116-1127. <https://doi.org/10.1016/j.jbusres.2010.11.004>.
- Bailey, A., Albassami, F., and Al-Meshal, S. (2016). The Roles of Employee Job Satisfaction and Organizational Commitment in the Internal Marketing-Employee Bank Identification Relationship. *International Journal of Bank Marketing*, 34(6), 821-840.
- Bailey, C., Madden, A., Alfes, K., and Fletcher, L. (2017). The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews*, 19(1), 31-53.
- Bakker, A. B., and Bal, M. P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83, 189-206. doi:10.1348/096317909X402596.
- Bakker, A. B., Hakanen, J. J., Demerouti, E., and Xanthopoulou, D. (2007). Job resources boost work engagement, particularly when job demands are high. *Journal of Educational Psychology*, 99, 274–284.
- Barrick, M.R., Thurgood, G.R., Smith, T.A. and Courtright, S.H. (2015). Collective organizational engagement: Linking motivational antecedents, strategic implementation, and firm performance. *Academy of Management Journal*, 58(1), pp.111-135.
- Bashir, N. and Long, C.S. (2015). The relationship between training and organizational commitment among academicians in Malaysia. *Journal of Management Development*, 34(10), pp.1227-1245.

- Batt, R., and Colvin, A. J. S. (2011). An employment systems approach to turnover: Human resources practices, quits, dismissals, and performance. *Academy of Management Journal*, 54: 695–717.
- Beer, M., Spector, B., Lawrence, P., Quinn Mills, D., and Walton, R. (1984). *Managing Human Assets*. New York: Free Press.
- Boonstra, J. (2004). *Dynamics of organizational change*. Amsterdam: John Wiley and Sons, Ltd. (pp. 23-42).
- Boselie, P., G. Dietz and C. Boon. (2005). Commonalities and contradictions in HRM and performance research. *Human Resource Management Journal*, Volume 15(3), pp. 67-94. <http://dx.doi.org/10.1111/j.1748-8583.2005.tb00154.x>.
- Boxall and Purcell, J. (2003). *Strategy and Human Resource Management*. New York: Palgrave Macmillan.
- Boyd, G. (2009). Emotional Engagement: what makes some employee groups more emotionally engaged than others? [Online], Available at <http://www.insyncsurveys.com.au/media/14429/emotional-engagement-study.pdf>.
- Brown, S. P., and Leigh, T. W. (1996). A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of Applied Psychology*, 81: 358–368.
- Caliskan, E. (2010). The impact of strategic human resource management on organizational performance. *Journal of Naval Science and Engineering*, 6(2), 100-116.
- Chalofsky, N. E. (2010). *Meaningful workplaces: Reframing how and where we work*. New Jersey, NJ: Wiley.
- Chen, S. L. (2017). Cross-level effects of high-commitment work systems on work engagement: the mediating role of psychological capital. *Asia Pacific Journal of Human Resources*. <https://doi.org/10.1111/1744-7941.12144>.
- Cheng E. W. L., Ho D. C. K. (2001). The influence of job and career attitudes on learning motivation and transfer. *Career Development International*, 6, 20-27.
- Collings, D.G. and Mellahi, K. (2009). “Strategic talent management: a review and research agenda”, *Human Resource Management Review*, Vol. 19, pp. 304-313.
- Combs, J., Y. Liu, A. Hall and D. Ketchen. (2006). How much do high-performance work practices matter? A meta-analysis of their effects on organizational performance. *Personnel Psychology*, Volume 59(3), pp. 501-528.
- Crawford, E. R., Rich, B. L., Buckman, B., and Bergeron, J. (2014). The antecedents and drivers of employee engagement. *Employee engagement in theory and practice*, 57-81.
- Dajani, M.A.Z. (2015). The Impact of Employee Engagement on Job Performance and Organizational Commitment in the Egyptian Banking Sector. *Journal of Business and Management Sciences*, 3(5), pp.138-147.
- Dash, Sangya and Pradhan, R.K. (2014). Determinants and Consequences of Organizational Citizenship Behavior: A Theoretical Framework for Indian Manufacturing Organisations. *International Journal of Business and Management Invention*. 3(1). 17-2.
- Deeb, A., Alananzeh, O., and Tarhini, A. (2019). Factors Affecting Job Performance: The Case of Jordanian Hotels Kitchen Staff. *International Journal of Public Sector Performance Management*.

- Deepak, K. D., P. G. James and M. W. Patrick. (2003). HRM and Firm Productivity: Does industry matter? National Academy of Management Meetings, Seattle, WA.
- Delery, J., and Doty, D. (1996). 'Modes of Theorizing in Strategic Human Resource Management: Tests of Universalistic, Contingency, and Configurational performance Predictions.' *Academy of Management Journal*, 39/4: 802–35.
- Dhar, R.L. (2015). Service quality and the training of employees: The mediating role of organizational commitment. *Tourism Management*, 46, pp.419-430.
- DiPietro, R., & Bufquin, D. (2018). Effects of work status congruence and perceived management concern for employees on turnover intentions in a fast casual restaurant chain. *Journal of Human Resources in Hospitality & Tourism*, 17, 38– 59. doi:10.1080/15332845.2017.1328260.
- Dyer, L. (1984). 'Studying Human Resource Strategy.' *Industrial Relations*, 23/2: 156– 69.
- Fleming, J. H. and J. Asplund. (2007). Where employee engagement happens? *The Francis*, A.U. (2014). "Human resource management practices and employee retention in Nigeria's manufacturing industries", *International Journal of Scientific and Engineering Research*, Vol. 5 No. 2, February, pp. 1741-1754.
- Fredrickson, B. L. (1998). What good are positive emotions? *Review of General Psychology*, 2, 300-319. doi:10.1037/1089- 2680.2.3.300.
- Fredrickson, B. L., and Joiner, T. (2002). Positive emotions trigger upward spirals toward emotional well-being. *Psychological Science*, 13, 172-175. *Gallup Management Journal*. Available at: <http://gmj.gallup.com/content/102496/Where-Employee-Engagement- Happens.aspx>.
- Gamil, Ihab. (2016). *The Impact of Corporate Social Responsibility and Human Resource Practices On Engagement and Commitment, The Case of employees in private gas stations companies in Kuwait*, (MBA) of the Maastricht School of Management (MSM), Maastricht, the Netherlands.
- Glavas, A. (2012). Employee engagement and sustainability: A model for implementing meaningfulness at and in work. *Journal of Corporate Citizenship*, 46, 13–29.
- Glavas, A. and Kelley, K. (2014). The effects of perceived corporate social responsibility on employee attitudes. *Business Ethics Quarterly*, 24(02), pp.165-202.
- Glavas, A., and Piderit, S. K. (2009). How does doing good matter? Effects of corporate citizenship on employees. *Journal of Corporate Citizenship*, 36, 51-70.
- Grant, A.M. (2007). Relational job design and the motivation to make a prosocial difference. *Academy of Management Review*, 32(2), 393–417.
- Guest, D.E. (2014). "Employee engagement: a skeptical analysis", *Journal of Organizational Effectiveness: People and Performance*, Vol. 1, pp. 141-156.
- Harris, Candice and Tregidga, Helen. (2012). HR managers and environmental sustainability: Strategic leaders or passive observers?. *International Journal of Human Resource Management*. 23. 236-254. 10.1080/09585192.2011.561221.
- Harter, J. K., Schmidt, F. L., and Hayes, T. L. (2002). Business-unitlevel relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87, 268-279. doi:10.1037/0021- 9010.87.2.268.
- Harter, J.K. and Blacksmith, N. (2010), "Employee engagement and the psychology of joining, staying in, and leaving organizations", in Linley, P.A., Harrington, S. and Garcea, N. (Eds),

- Oxford Handbook of Positive Psychology and Work, Oxford University Press, Oxford, pp. 121-130.
- Harter, J.K., Schmidt, F.L., Keyes, C.L.M. (2003). Well-being in the workplace and its relationship to business outcomes: a review of the Gallup studies. In: Keyes, C.L., Haidt, J. (Eds.), *Flourishing: The Positive Person and the Good Life. American Psychological Association, Washington, DC*, pp. 205–224.
- Harter, J.K., Schmidt, F.L., Keyes, C.L.M. (2003). Well-being in the workplace and its relationship to business outcomes: a review of the Gallup studies. In: Keyes, C.L., Haidt, J. (Eds.), *Flourishing: The Positive Person and the Good Life. American Psychological Association, Washington, DC*, pp. 205–224.
- Hemalatha, N. and Savarimuthu, A. (2013), “A study on employee retention techniques”, *Journal of Business Management & Social Sciences Research (JBM&SSR), Blue Ocean Research Journals*, Vol. 2 No. 8, August, pp. 45-49.
- Hemalatha, N. and Savarimuthu, A. (2013), “A study on employee retention techniques”, *Journal of Business Management & Social Sciences Research (JBM&SSR), Blue Ocean Research Journals*, Vol. 2 No. 8, August, pp. 45-49.
- Herriot, P. (2002). “Selection and self: selection as a social process”, *European Journal of Work and Organizational Psychology*, Vol. 11, pp. 385-402.
- Holtom, B.C., Mitchell, T.R., Lee, T.W. and Eberly, M.B. (2008), “Turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future”, *The Academy of Management Annals*, Vol. 2 No. 1, pp. 231-274.
- Holtom, B.C., Mitchell, T.R., Lee, T.W. and Eberly, M.B. (2008), “Turnover and retention research: a glance at the past, a closer review of the present, and a venture into the future”, *The Academy of Management Annals*, Vol. 2 No. 1, pp. 231-274.
<http://dx.doi.org/10.1111/j.1744-6570.2006.00045.x>.
- Idris, M. A., and Dollard, M. F. (2011). Psychosocial safety climate, work conditions, and emotions in the workplace: A Malaysian population-based work stress study. *International Journal of Stress Management*, 18(4), 324.
- Ismail, H. N., Iqbal, A., & Nasr, L. (2019). Employee engagement and job performance in Lebanon: the mediating role of creativity. *International Journal of Productivity and Performance Management*. doi:10.1108/IJPPM-02-2018-0052.
- Jung, H.S. and Yoon, H.H. (2016). What does work meaning to hospitality employees? The effects of meaningful work on employees’ organizational commitment: The mediating role of job engagement. *International Journal of Hospitality Management*, 53, pp.59-68.
- Kahn, W. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724. Retrieved February 15, 2019, from <https://pdfs.semanticscholar.org/cbb3/887590de9e5dc702b5d2655f804669fea0.pdf>.
- Karatepe, O. M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, Volume 32, pp. 132-140. <http://dx.doi.org/10.1016/j.ijhm.2012.05.003>.
- Karia, N. and Asaari, M.H. (2006). The Effects of Total Quality Management Practices on Employees’ Work-Related Attitudes. *The TQM Magazine*, 18, 30-43.
<http://dx.doi.org/10.1108/09544780610637677>
- Khalid, A., Khalid, S., Waseem, A. Farooqi, Y. A., Nazish, A. (2015). Relationship between Organizational Commitment, Employee Engagement and Career Satisfaction: A case of

- the University of Gujrat. *European Journal of Business and Social Sciences*, Vol. 3, No. 11, pp 172 – 183.
- Kular, S., Gatenby, M., Rees, C., Soane, E. and Truss, K. (2008). Employee engagement: A literature review. Kingston Business School, Kingston University.
- Latha, K.L. (2017), “A study on employee attrition and retention in manufacturing industries”, available at: www.bvimsr.com/documents/publication/2013V5N1/09.pdf.
- Lee, C.H. and Bruvold, N.T. (2003). Creating value for employees: investment in employee development. *The International Journal of Human Resource Management*, 14(6), pp.981-1000.
- Lee, K.Y and KiM, S. (2010). The effects of commitment-based human resource management on organizational citizenship behaviours: The mediating role of psychological contract. *World Journal of Management*, 2, 130-147.
- Lin, C. P., Lyau, N. M., Tsai, Y. H., Chen, W. Y., & Chiu, C. K. (2010). Modeling corporate citizenship and its relationship with organizational citizenship behaviors. *Journal of Business Ethics*, 95, 357–372.
- Lu, C. Q., Wang, H. J., Lu, J. J., Du, D. Y., and Bakker, A. B. (2014). Does work engagement increase person–job fit? The role of job crafting and job insecurity. *Journal of Vocational Behavior*, 84(2), 142-152.
- Luthans, F. and Peterson, S.J. (2002). Employee engagement and manager self-efficacy. *Journal of management development*, 21(5), pp.376-387.
- Macey, W.H., and Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology*, 1, 3–30.
- Marescaux, E., De Winne,S., and Luc Sels. (2013). HR practices and affective organizational commitment: (when) does HR differentiation pay off?" *Human Resource Management Journal*, 23(4), pp. 329-345.
- Maslach, C., Schaufelli, W.B. and Leiter, M.P. (2001). “Job burnout”, *Annual Review of Psychology*, Vol. 52, pp. 397-422.
- Mirvis, P. (2012). Employee engagement and CSR: Transactional, Relational, and Developmental approaches, *California Management Review*, 54,(4), pp. 93–117.
- Morgeson, F.P. and Dierdorff, E.C. (2011). “Work analysis: from technique to theory”, in Zedeck, S. (Ed.), *APA Handbook of Industrial and Organizational Psychology*, Vol. 2, *American Psychological Association*, Washington, DC, pp. 3-41.
- Morgeson, F.P. and Dierdorff, E.C. (2011). “Work analysis: from technique to theory”, in Zedeck, S. (Ed.), *APA Handbook of Industrial and Organizational Psychology*, Vol. 2, *American Psychological Association*, Washington, DC, pp. 3-41.
- Nimon, K., Zigarmi, D., Houson, D., Witt, D., and Diehl, J. (2011). The Work Cognition Inventory: Initial evidence of construct validity. *Human Resource Development Quarterly*, 22, 7-35. doi:10.1002/hrdq.20064.
- Paauwe, J. (2004). *HRM and Performance: Achieving Long-Term Viability*. Oxford: *Palgrave Macmillan*.
- Presbitero, A. (2017). How do changes in human resource management practices influence employee engagement? A longitudinal study in a hotel chain in the Philippines. *Journal of Human Resources in Hospitality and Tourism*, 16(1), 56-70. <https://doi.org/10.1080/15332845.2016.1202061>.

- Purcell. (2010). Building employee engagement Acas Policy Discussion Papers. [Online] Available at: http://www.acas.org.uk/media/pdf/s/1/Building_employee_engagement-accessible-version-Jun-2019.pdf.
- Rashid, H. A., Asad, A., and Ashraf, M. M. (2011). Factors Persuading Employee Engagement and Linkage of EE to Personal and Organizational Performance. *Interdisciplinary Journal of Contemporary Research in Business*, 3(5), 98-108.
- Rathnaweera, R.R.N.T. (2010). *Do HRM practices impact employee satisfaction, commitment or retention?*. Master Thesis, University of Agder.
- Rich, B. L., LePine, J. A., and Crawford, E. R. (2010). Job engagement: Antecedents and effects on job performance. *Academy of Management Journal*, 53, pp. 617-635.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21, pp. 600–619.
- Saridakis, G., Muñoz Torres, R. and Johnstone, S. (2013). Do human resource practices enhance organizational commitment in SMEs with low employee satisfaction? *British Journal of Management*, 24(3), pp.445-458.
- Shaw, J. D., Delery, J. E., Jenkins, G. D., Jr., and Gupta, N. (1998). An organization-level analysis of voluntary and involuntary turnover. *Academy of Management Journal*, 41: 511–525.
- Shuck, B. and Herd, A.M. (2012). Employee engagement and leadership: Exploring the convergence of two frameworks and implications for leadership development in HRD. *Human resource development review*, 11(2), pp. 156–181.
- Shuck, B. and Reio, T.G. (2014). Employee engagement and well-being a moderation model and implications for practice. *Journal of Leadership and Organizational Studies*, 21(1), pp.43-58.
- Shuck, B., and Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9, 89-110. Doi:10.1177/1534484309353560.
- Shuck, B., Reio, T. G., Jr., and Rocco, T. (2011). Employee engagement: An examination of antecedent and outcome variables. *Human Resource Development International*, 14, 427-445. doi:10.1080/13678868.2011.601587.
- Smith, M., and Bititci, U. S. (2017). Interplay between performance measurement and management, employee engagement and performance. *International Journal of Operations and Production Management*, 37(9), 1207-1228.
- Sparrow, P. (2014). “Strategic HRM and employee engagement”, in Truss, C., Alfes, K., Shantz, A. and Soane, E. (Eds), *Employee Engagement in Theory and Practice*, Routledge, Oxon, pp. 99-115.
- Sparrow, P. and Balain, S. (2010). “Engaging HR strategists: do the logics match the realities?”, in Albrecht, S.L. (Ed.), *Handbook of Employee Engagement: Perspectives, Issues, Research and Practice*, Edward Elgar Publishers, Cheltenham, pp. 283-296.
- Spicer, D.P. and Sadler-Smith, E. (2005). An examination of the general decision making style questionnaire in two UK sample. *Journal of Managerial Psychology*. Vol. 20, No. 2, pp. 137-149.
- Stander, M. W., and Rothmann, S. (2010). Psychological empowerment, job insecurity and employee engagement. *SA Journal of Industrial Psychology*, 36(1), pp. 1-8.

- Stephens, D., and Russell, K. (2004). Organizational development, leadership, change, and the future of libraries. *LIBRARY TRENDS*, 53(1), 238-257.
- Strazdins, L., D'Souza, R. M., L-Y Lim, L., Broom, D. H., and Rodgers, B. (2004). Job strain, job insecurity, and health: rethinking the relationship. *Journal of occupational health psychology*, 9(4), 296. <https://doi.org/10.1037/1076-8998.9.4.296>.
- Takeuchi, R., D. P. Lepak, H. Wang and K. Takeuchi. (2007). An empirical examination of the mechanisms mediating between high-performance work systems and the performance of Japanese organizations. *Journal of Applied Psychology*, Volume 92(4), pp. 1069-1083. <http://dx.doi.org/10.1037/0021-9010.92.4.1069>.
- Tang, T. W. and Y. Y. Tang. (2012). Promoting service-oriented organizational citizenship behaviors in hotels: The role of high-performance human resource practices and organizational social climates. *International Journal of Hospitality Management*, Volume 31(3), pp. 885-895. <http://dx.doi.org/10.1016/j.ijhm.2011.10.007>.
- Truss, C., Shantz A., Soane, E., Alfes, K. and Delbridge, R. (2013). "Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory", *The International Journal of Human Resource Management*, Vol. 24 No. 14, pp. 2657-2669.
- Turker, D. (2009). How corporate social responsibility influences organizational commitment. *Journal of Business Ethics*, 89(2), pp.189-204.
- Ugwu, C. C. (2017). Human resource management (HRM) practices and work engagement in Nigeria: The mediating role of psychological capital (PSYCAP). *International Journal of Social Sciences and Humanities Review*, 6(4).
- Valentin, M.A., Valentin, C.C. and Nafukho, F.M. (2015). The engagement continuum model using corporate social responsibility as an intervention for sustained employee engagement: Research leading practice. *European Journal of Training and Development*, 39(3), pp.182-202.
- Van Zyl, L., Van Eeden, C. and Rothmann, S. (2013). Job insecurity and the emotional and behavioral consequences thereof. *South African Journal of Business Management*, 44(1), pp.75-86.
- Vance, R.J. (2006). Employee engagement and commitment: A guide to understanding, measuring and increasing engagement in your organization. SHRM Foundation.
- Welch, M. (2011). The evolution of the employee engagement concept: communication implications. Corporate Communications: *An International Journal*, 16(4), 328-346.
- work practices matter? A meta-analysis of their effects on organizational
- Yeh, C. M. (2013). Tourism involvement, work engagement and job satisfaction among frontline hotel employees. *Annals of Tourism Research*, 42,214-239. <https://doi.org/10.1016/j.annals.2013.02.002>.
- Yeh, C. M. (2013). Tourism involvement, work engagement and job satisfaction among frontline hotel employees. *Annals of Tourism Research*, 42,214-239. <https://doi.org/10.1016/j.annals.2013.02.002>.
- Zayas, Ortiz, M., Rosario, E., Marquez, E. and Colón Gruñeiro, P. (2015). Relationship between organizational commitments and organizational citizenship behavior in a sample of private

banking employees. *International Journal of Sociology and Social Policy*, 35(1/2), pp.91-106.