STRATEGIES THAT INFLUENCE EMPLOYEE ENGAGEMENT: A STUDY

OF THE JORDANIAN ELECTRIC POWER COMPANY LIMITED (JEPCO)

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ABSTRACT

Nowadays, the importance of retaining and attracting skilled Employees for the success of organization was recognized by business leaders. Therefore, organizations have progressively centered on Employee engagement in the last two decades as an approach to augment the skills and abilities of human resource. The increased focus on employee engagement was not surprising due to the benefit attached with it were clear. Furthermore, recent research has found that employee engagement not only enhance their job performance but is also helpful in skills up gradation. The purpose of this study is to examine and gain a better understanding of the strategies that influence the employee engagement in JEPCO. This study was done among 108 staffs in JEPCO. The data were collected through questionnaires and analyzed by using (SPSS). Throughout the statistical analysis – correlation analysis, it is found that there is a significant relationship between the three independent variables namely Employee Communication, Rewards system and leadership support with the dependent variables, Employee Engagement. Among all three independent variable, leadership support is found to be the most independent variable in driving the employee engagement in JEPCO.

Keyword: Employee Engagement, Leadership Style, Reward System, Communication, Performance.

ABSTRAK

Kepentingan mengekalkan dan menarik Pekerja mahir untuk kejayaan sesebuah organisasi telah diiktiraf oleh pemimpin perniagaan. Oleh itu, organisasi telah beransur-ansur tertumpu kepada penglibatan pekerja dalam dua dekad yang lalu sebagai satu pendekatan untuk meningkatkan kemahiran dan kebolehan sumber manusia. Tumpuan lebih kepada penglibatan pekerja tidak mengejutkan kerana manfaat yang dilampirkan dengan ia adalah jelas. Tambahan pula, penyelidikan baru-baru ini telah mendapati bahawa penglibatan pekerja bukan sahaja meningkatkan prestasi kerja mereka tetapi juga membantu dalam kemahiran penggredan. Tujuan kajian ini adalah untuk mengkaji dan mendapatkan pemahaman yang lebih baik terhadap strategi yang mempengaruhi penglibatan pekerja dalam JEPCO. Kajian ini dijalankan di kalangan 108 kakitangan di JEPCO. Data yang telah dikumpulkan melalui soal selidik dan dianalisis dengan menggunakan (SPSS). Sepanjang analisis statistik - analisis korelasi, didapati bahawa terdapat hubungan yang signifikan antara ketiga-tiga pembolehubah bebas iaitu pekerja Komunikasi, sistem Ganjaran dan sokongan kepimpinan dengan pembolehubah bersandar, Employee Engagement. Antara ketiga-tiga pembolehubah bebas, sokongan kepimpinan didapati pembolehubah yang paling bebas dalam memacu penglibatan pekerja dalam JEPCO.

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CHAPTER 1

INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Historically, the importance of retaining and attracting skilled employees for the success of organization was recognized by business leaders. Then, organizations have progressively centered on employee engagement (EE) in the last two decades as an approach to enhance the skills and abilities of human resource. The increased focus on employee engagement was not surprising due to the benefit attached with it were clear. Furthermore, recent research has found that employee engagement's engagement not only enhance their job performance but is also helpful in skills raise. Additionally, employee engagement also results in organizational profit, customer satisfaction and employee income and productivity. Thus, organizations which do not focus on employee engagement suffer through the bottom line and competitive disadvantage (SHRM Foundtion, 2016; Trussa et al., 2013).

Everything in this world is bound to change, as well as a change in an organization is a certain thing that will happen. In the aspect of this change, an organization requires a powerful strategy to pass the transition successfully. The engagement paradigm is a powerful alternative approach to the variations in the organization or company. This paradigm produces an organization with people who know about the organization and enthusiastic to performance. Furthermore, a business that focuses on employee engagement develop the ability to face not only the present problems and challenges but also the future challenges well because it involves all elements in it to contribute (Axelrod, 2002; Hendrayati, 2015).

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McBain (2007) stated that among various definitions of engagement, mutually agreed elements include 1) focus on alignment among business goals and its products, 2) including rational and emotional features, and 3) in a way that employee struggle voluntarily to achieve maximum results. Towers Perrin (as cited in Frank et al., 2004) stated that engagement by putting extra brainpower, energy and time is a volunteer contribution of an employee towards the organization. Employee engagement defined by Hewitt Associates (as cited in CNW Group, 2008) is "the degree of emotional and intellectual commitment employees has through their employer" (Jamal, 2015). Furthermore, Catteeuw, Flynn, and Vonderhorst, (2007) describes "engagement is the degree to which employees are satisfied with their job, feel valued, and experience collaboration and trust" (Yusof, 2015).

If Human Resource Management (HRM) is organizational ability to utilize the paid human capital entirely, then engagement of employee is the single element for labor efficiency. Several studies have also emphasized the importance of employee engagement as the key to competitive advantage and business success (Ncube, Sibanda & Maunganidze, 2013; Sibandu, Muchena, Ncube, 2014; Yusof, 2015). More often it is observed that behavior of employee towards organization is due to their perception and values rather than management prescriptions. Engagement usually refers to determine how well organization and employee goals including organization environment (Poisat, 2006) and working attitude (Robinson, 2004) are aligned (Mathis and Jackson, 2011) to influence emotionally employee commitments towards achieving maximum results or achieve an extra mile (Kahn, 1990; Lockwood, 2007). Kreitner et al. (1999) approximated it with employee satisfaction and mentioned as "…an effective /emotional response towards various facets of one's job…" (Jamal, 2015; Yusof, 2015).

Therefore, to fully utilize human capital in any organization, it is critical to creating a platform for employee engagement. Macey and Schneider (2008) emphasized that employees who are willing to engage usually require a favorable work environment from the organization. Employees who are engaged usually connect collectively to influence the performance of an organization under multiplier effect of synergy. Thus, as employees enter the premises, it is the responsibility of the business to utilize human capital effectively by engaging them.

A company will have a huge advantage, if its employees have some high employee engagement to the enterprise. This is because employees who have a strong involvement with the company will have a sense of excitement and feel fortunate to work in the business, and then they would strive to provide the best service for consumers. The result is that consumers will have the satisfaction and will tell their satisfaction to others. An ideal condition in which the employee engagement is needed, it turns out in real life is tough to realize. This is because the leaders of the organization or company managers still do not understand the importance of employee engagement fully. A phenomenon that generally occurs in the field is that the leaders think too much about the negative consequences of employee engagement as compared to the positive gains; setting too many goals that are too high for employees so that employees are encouraged to leave the company, and do not provide feedback on the performance of their subordinates (Sibandu, Muchena, Ncube, 2014).

As organization tends to be performing low several issues appears. In case employee's satisfaction is low they tend to be non-performing, implying a multiplier effect, resulting in the decline in overall organizational performance (Paauwe and Boselie, 2005). Furthermore,

Brewster *et al*. (2008) found that it is crucial for HR to maintain motivation level or interest of employee as it has a direct impact on the performance of a firm.

If HR management is unable to implement best employee practices in a firm, it represents management incompetence leading to employee disengagement (Ncube et al., 2013). An example of Jordanian Electric Power Company Limited (hereafter call JEPCO) is the best support for the above argument. Incompetent HR management results in psychological disengagements of employees. These disengagements affect the bottom line employee contribution towards organizational performance. Furthermore, it worsens the condition as employees deteriorate the work environment by making random mistakes and minimize their efforts to rectify the small issues that affect the overall performance (Bargraim et al., 2003).

McBain (2007) identified three contributing elements that affect the engagement of employees including leadership/management, organization and work-life. Currently various type of leadership styles exist in an organization. Philosophy and style of leadership determine the employee empowerment in the organization and affect the employee behaviors. To encourage employee engagement, specific leadership qualities are required (Goleman, Boyatzis, & McKee, 2002; Kouzes & Posner, 2002; Quinn, 1996). Most commonly a leader should be visionary, democratic, affiliative, authoritarian and coaching (Blanchard's (2008)). Likewise, Greenleaf s (1998) leadership philosophy provides a thorough understanding of the impact of leadership style on employee engagement.

Kaiser, Hogan, and Craig (2008) support the transformational leadership and suggest that it transforms the vision from an isolated individual towards a team member. As employees tend to

be part of a team, they tend to stand with combined goals resulting in enhanced motivation towards better performance. It further helps to replace employee's self-interest and narrow focus with organization vision of targets. Bakker and Schaufeli (2008) concluded that engagement level is high for the employees who have good interaction with management. Furthermore, Walumbwa, Orwa, Wang, and Lawler (2005) also concluded that job satisfaction and employee commitment is high in the firm which adopts transformation style of leadership.

Additionally, trust building and relationship development among employees and leaders result in the increasing level of engagements (Cartwright and Holmes (2006)). These leaders promote the mutual support among the employees without using any power to get good results. Literature clearly shows that engagement level is directly influenced by transformational leadership (Nohria, Groysberg, & Lee, 2008). Furthermore, transformational leaders have the ability to satisfy employee work needs by empowering them.

Finally, the participative (Lloyd, 2007), collaborative (Lewis, 2008), or democratic (Goleman et al., 2002) leadership styles nurtures dedication, high trust level, self-esteem, and admiration. These styles promote the group decision making for achieving organizational goals. Strong employee to leadership relation including teamwork and side by side working with subordinates are also included in their characteristics. Emphasis on these styles is due to the close consensus of the team members on the resolution of any conflict and maintaining harmony among group members (Goleman et al., 2002).

For organizations to improve their performance, leadership styles which include motivating, coaching, employee resource needs and teaching should be adopted. When leaders use a

multitude of leadership styles that support the direct needs of their subordinates, an employee's success becomes the leader's success (Sandenaw, 2007), and move an organization to another level of excellence. Leaders need to be aware of their preferred style of leadership, as well as the style's strengths and weaknesses if they are to develop themselves and their employees (Hummell, 2008). Shift to more effective styles of leadership, as defined by Blanchard's (2008) situational leadership styles.

Goleman et al.'s (2002) visionary, coaching, affiliative, and democratic styles, and transformational leadership (Al-Mailam, 2005; Block, 2003; Korkmaz, 2007), and away from the commanding aggressive styles of leadership (Twentyman, 2007; Goleman et al., 2002; Lewis, 2008; Lloyd, 2007; Stout, 2007) have developed company outcomes and maintained high employee engagement levels (Stout, 2007). "Engagement is both an outcome and a process of management building communal ownership and accountability for what the organization stands for" (Hosford, 2007). Leaders' interaction with individual or group is critical in driving employee engagement (Crawford, 2006). Leaders and managers can achieve high engagement levels through their leadership styles and practices. Crawford (2006) notes, "an organization will not have high employee engagement without effective managers".

Finally, employee engagement has a positive correlation with employee behaviors, leading to business success, usually measured by profitability, productivity, customer satisfaction, employee safety and commitment, retention of talented staff, and corporate reputation (Robinson, 2004; Lockwood, 2007; Macheno and Endres, 2008; Dickson, 2011; Mathis and Jackson, 2011).

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The researcher main objective to conduct this study is to identify the strategies of employee engagement that the organizations should take care and enhance it in the private sector. Besides, the researcher also tried to find out the main reason (strategy) of the employee engagement by using four different factors which are leadership, communication and, rewards system. These factors have been used in various studies. However, this study will be the first one to determine the rate of engagement in the private sector in Jordan, especially, the Jordanian Electric Power Company Limited (JEPCO).

1.2 PROBLEM STATEMENT

Jordanian Electric Power Company Limited (JEPCO) is in a precarious position with declining reimbursement, eroding profit margins, and low patient satisfaction (Alrubaiee & Alkaaida, 2011). Levels of employee engagement at electrice power companies have not been adequately studied in the prior studies. Employee engagement, the display of commitment between employees and their work environment, can influence public satisfaction (Hewison, Gale, Yeats, & Shapiro, 2013). The general corporate problem is that JEPCO face decreasing reimbursement funding due to low people satisfaction. The specific problem is that some leaders have a lack of strategies to engage their employees in order to provide better services by this sector.

The purpose of this qualitative, phenomenological study was to explore the experiences of managers in their desire to design strategies to engage employees in order to provide better services. This study interestingly put managers above the senior leaders, as managers have the key role in employee engagement. To develop workplace empowerment and sustainable engagement policies, it is crucial to identify the characteristics of employee engagement. It is

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also vital to determine the impact of presence or absence of engaged employees on organizational performance. To understand employees and firms compelling need, leaders should have a deep consideration on employee engagement (Greengrove, 2008).

Nowadays, there are many factors that may affect the rates of employee engagement in either private sector. Currently the youngers will not increase global competition because of exceptional and costly resources, high labor costs, customer demands for ever-higher quality and investor stresses for greater returns on equity have driven organizations to reorganize themselves. At some companies, reformation has meant declines in workforce and layers of management (Robert, 2006; Suan, 2009).

Instead of assisting the organization to compete they have started to restructure the organization which ultimately increases employees switching and destroyed the traditional emotional bond of the employee (Robert, 2006; Suan, 2009). Employees tend to realize that if they cannot work in the same organization until their retirement than the increased switching start and decreased organizational commitment (Robert, 2006; Suan, 2009).

Researchers claim that organizational performance is dependent on employee engagement but at the same time consultants found that less than 30 percent employee are found to be engaged at work (Welbourne, 2007). Although all employees seem to be engaged at work but still, managers are not clear about employee engagement. Although organizational performance cannot be improved without employee engagement still leaders lack the understanding of the means to achieve it (Welbourne, 2007).

Higher training and recruitment costs, employee turnover, low productivity, increased absenteeism are some of the cost associated with employee disengagement. Globally, in the current economic environment, management has increased focus on cost-effectiveness for sustainable growth in the market. Similarly, highly engaged employees apart from being the solution to this problem will also be helpful in attracting efficient human capital, becoming a better employer and finally getting the competitive advantage in the market (Robert, 2006).

There is need to identify the strategies of employee engagement that the organizations should take care and enhance it in the JEPCO. This study will provide the strategies about employee engagement and also determined the main strategy among three factors including leadership, communication, rewards and recognition. As per researcher knowledge there are few studies on the employee engagement determining factors, so this study will be the first on this phenomena in Jordan, especially, the Jordanian Electric Power Company Limited (JEPCO).

1.3 RESEARCH QUESTIONS

This study will determine the correlation of employee communication, leadership style, and reward system on the employee engagement in the Jordanian Electric Power Company Limited (hereafter call JEPCO) by finding answer to the following questions:

1) Does communication strategy have any relationship with employee engagement in JEPCO?

2) Does reward system strategy have any relationship with employee engagement in JEPCO?

3) Does leadership style have any correlation with employee engagement in JEPCO?

4) Which variable (communication, recognition, and reward, leadership style) is the critical driver of employee engagement?

1.4 RESEARCH OBJECTIVES

Following are the research objectives according to the problem statement:

1) To examine the relationship between communication strategy and employee engagement in JEPCO.

2) To discuss the relationship between reward system strategy and employee engagement in JEPCO.

3) To review the relationship between leadership style and employee engagement in JEPCO.

4) To identify which variable (communication, recognition, and reward, leadership style) is the critical driver of employee engagement?

1.5   SIGNIFICANCE OF THE STUDY

This study will provide help to empirical and analytical researchers, corporate and business strategy unit to develop strategies to enhance organizational performance. The study will help JEPCO management in approximating the factors influencing employee engagement which will be helpful for them in increasing organizational profit and performance. Since highly engaged employees result in increased productivity (Welbourne, 2007), this study assist management to understand the importance of employee engagement in organizational success.

This study aims to create awareness to the leaders of JEPCO about the importance of employee engagement and assist them in understanding the factors which increase employee engagement. This study will also be helpful for the future research as it will enhance the current literature on employee engagement.

1.6 DEFINITION OF TERMS

The terms used in this study are defined as follows:

Employee Engagement: The International Survey Research (2003) defined employee engagement as an organization ability to enhance employee contribution and commitment to work better for achieving bigger milestones. It is also defined as a mixture of employee's behavioral, affective and cognitive commitment with a firm.

Employee Communication: it enhances employee engagement by developing a relationship with the employee in understanding their problems at the workplace and to enhance the trust level with them. Some structured communication techniques can also be used for this purpose. The communication should be carried out on a routine basis and to respond the problems of the employees seriously (Bates, 2004). Similarly, Thomas et al. (2004) emphasized on management for response to the feedback of the employees.

Recognition and rewards: Wayne et al. (1997) stressed that the best way to recognize employees hard work and achievements is to provide salary increment and promote to a better position. Furthermore, Vaziarani (2007) concluded that firm should offer a better pay and other compensations to keep motivation level of the employees high.

Leadership Style: According to Northouse (2004), Leadership is the ability of an individual to lead a group of people to achieve a specific goal. An effective leader may be the one who can influence his followers for the achievement of organizational goals. Transformational and transactional leadership are the two styles used.

Transactional leaders are those who adopt both punishment and reward methods to make the followers work for the accomplishment of a specific goal (Burns, 1978). Their nature is result focused and action oriented (Bass, 1985).

1.7 ORGANIZATION OF THE CHAPTERS

In the first chapter, we have discussed the background and introduction to the study. Employee engagement has been identified as the problem in managing the human resource of the organization. The problem statement was followed by research question and objectives. Furthermore, the significance of the study and important terms were defined in the last section.

Chapter **2** will give an overall review of the existing literature on employee engagement. In this chapter, we will further discuss the drivers and characteristics of employee engagement.

Chapter **3** will discuss the methodology to test the research objectives we developed in the 1st chapter. Data collection source, respondents of the research, research scale, and questionnaire, will be developed in this chapter. Furthermore, data analysis technique will be discussed.

Chapter **4** will give the statistical analysis and interpretation of the findings of this research. The result obtained will be arranged in tables.

Chapter 5 will be based on providing the results of the study obtained by interpretation of the data collected. These findings will then by analyzed with the previous researchers and also from the hypothesis developed in the 3rd chapters. In this chapter, the study will be concluded with recommendations for future research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter discusses the literature review about dependent, independent variables which base on problem statement of research. Accordingly, this study develops a theoretical framework for research. Furthermore, this chapter consists of seven segments included employee engagement, social exchange theory, significance of employee engagement, dimensions of employee engagement, strategies of employee engagement, then research framework and conclusion.

2.1 Definition of Employee Engagement

The term employee engagement is not properly defined up till now. There are three pioneers in the human resource research organizations who introduced the employee engagement and each new study follows them for further extension. These organizations defined employee engagement: First, the study of Perrin's Global Workforce (2003) defined it as the Employees have enthusiasm and capability to put their consistent discretionary effort for the success of company. Moreover, this study explains that engagement can be effected by factors which base on both rational and emotional experiences during work.

Second, the definition by Gallup organization, employee engagement is the name of passion and association with work (Suan, 2009). Furthermore, Dernovsek (2008) followed the Gallup's definition and purported that it is positive approach which shows the commitment and emotional

attachment of Employees (Suan, 2009). Robinson et al., (2004) also took it as Employee s' positive approach for the organization and its' success. A work committed Employees must have information about the organization dealings; he would like to work as a team with other colleagues for the improvement of organizational performance. Similarly, the organization must encourage the employee Engagement and take care of them which develop two-way relationship between company and Employees.

Third, Employee's engagement defined by institute of employment which suggested that the employee engagement held because of two-way relationship between organization and Employees. The Employees show commitment about work and company take care of them in other matters. Likewise, Fernandez (2007) discussed about difference between the job satisfaction and employee engagement, he stated that managers cannot only focus on Employee job satisfaction for the organization's success; they must consider the employee engagement which is most important notion.

Some researchers consider the Employee job satisfaction is included in employee engagement, but in actual job satisfaction is apparently dealing relationship and this relationship will be good when companies will pay extra benefits and incentives to Employees. Whereas, engagement of Employees shows their enthusiasm and capability to do extra work and put sincere efforts for the success of organization by willingness, which is so far then job satisfaction and indicated the loyalty of Employees with organization (BlessingWhite, 2008; Erickson, 2005; Macey and Schnieder ,2008). Hence the equation about employee engagement relies on high job satisfaction and high job involvement.

The Towers Perrin's executive director, Stephen Young, also discussed about the difference between employee engagement and job satisfaction, he noticed that employee engagement is strong element for the organization performance (Human Resources, 2007).

Moreover, recent studies demonstrated that organizational citizenship behavior (OCB) and Employee commitment both are important factors for employee engagement. Here, commitment represents the positive approach of Employees and willingness to do extra work for organizational betterment and also they feel proud to be part of particular organization. Similarly, OCB indicated the during work behavior of Employees by exploring innovative ideas and provide extra work opportunities beyond their job contract. Though, these small factors lead towards the big factor employee engagement and these small factors cannot easily replace the engagement factor (Macey and Schneider, 2008; Robinson et al, 2004).

Unfortunately, the global surveys accompanied by research organizations or survey houses which show that most of the Employees are not trustful and have negative intentions about organizations, that is alarming situation for management (Dernovsek, 2008; Perrin, 2003; Ellis and Sorensen, 2007; Blessing and White, 2008). The drawback of these types of surveys is that they are outsider and they mostly use their own tools for the employee engagement measurement. While there are several dimensions to measure the employee engagement, it looks like different concepts are measured (Robinson et al, 2004; Cohen and Higgins, 2007; Perrin, 2003; Ellis and Sorenson, 2007; Dernovsek, 2008).

It is expected that the forthcoming studies on employee engagement will provide the clear and unambiguous definition and measurement items for employee engagement, through these items the engagement level can be measured and encourage managers to facilitate fully engaged Employees in their jobs. The clear items for measurements are mandatory because "what you can't measure, you cannot manage". Therefore, Endres and Mancheno-Smoak (2008) suggested the future studies on employee engagement to provide clear definition which will not extract different meanings of this term.

2.3 Drivers of Employee Engagement

Many studies ascertained different factors for the measurement of employee engagement and also formulate some models for the management implications. The purpose of this identification is to notice the booster or factors that will enhance the level of engagement.

The report by Penna (2007) demonstrated that there is potential in work to provide the facilities and path for two-way relationship of Employees and organizations, they become closer to each other and give benefits. The Employees enjoy the team work and create opportunities for employer's value which shows their strong commitment with organization. Most of the Employees tried to find well known work in organization.

Furthermore, the research report of Penna (2007) also introduced a new model; "Hierarchy of engagement" is alike Maslow's need hierarchy model. In the bottom portion of this model consist of the basic needs regarding Employee's salary and job benefits. When the Employee's needs will satisfy then he will work on further opportunities of development. After that, this

model focuses on promotion possibilities and leadership style both together in model. In the last, when Employees inspired and satisfied by all lower level needs than he takes interest in organization high value and shows his commitment and emotional attachment with organization.

Moreover, Blessing White (2006) found that there are 60% (means two third) of the surveys which shows the Employees enthusiasm towards the more opportunities and make their job more satisfied. The strong relationship between Employee and employer is the key factor of employee engagement, loyalty and retention rate. According to Development Dimensions International (DDI, 2005) a manager should follow five things to make a high workforce involvement. These are:

- Put efforts according to strategies

- Authority

- Teamwork and collaboration encouragement

- Support human progress and establishment

- Provide adequate support and appreciation

Likewise, the research report by Perrin Talent (2003) defines the ten characteristics of work place for the employee engagement. The top three characteristics are: top management attention for Employees' comfort, work challenges and empower for making decision. Robinson et al., (2004) from Institute of employment surveyed of 10,000 NHS Employees in Great Britain nominated the emotional attachment and values as a crucial factor of employee engagement. The emotions or feelings about the values and commitment rely on the enthusiasm about making

decision where the Employees advice have place and listened by the organization and in return organization will take care for their comfort and safety.

On the basis of CIPD (2006) survey across Great Britain 2000 Employees shows that the way of communication is the important factor for the employee engagement (Yosuf, 2015). This report keeps the record for justification of their point of views about the factor of employee engagement. Furthermore, this report explains the significance of working style information of the organization. CEO of Gallup organization, James Clifton, noticed that the friendly working style with Employees enhance the Employee's engagement towards workforce (Clifton, 2008). Moreover, Vance (2006) purported that there is intimate relationship between the employee engagement and employer work implementation. To focus on this relationship, he explored a model for job performance. As per this job performance model, employee engagement consists of *personal attributes* (like skills, abilities, knowledge, attitudes, personality and nature), *Organizational perspective* (such as social setting, physical setting and leadership) and *HR practices* that directly relates to the job performance process, person and components.

The nature of the key factors which used for the employee engagement is usually non-financial. Hence, the strong committed leadership organizations have high engagement level and bearing less cost. But it does not mean managers should not bother the financial support of Employees. Actually, performance has direct relationship with rewards. Though, the old quotation about human relations movement is "human resource is not only satisfied with money alone, there is need to be social". The salary, bonuses, incentives and other benefits have equal worth for each Employee whether he is good or bad (Buckingham & Coffman, 2005). The company should

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select pay scale by following average market levels. Similarly, other benefits should also according to market levels that will be more sophisticated step by organization and organization can win the game by following these strategies.

2.4 SOCIAL EXCHANGE THEORY

The different definitions of term employee engagement describes that it is the strategy which can develop, manage and controlled by the organization. The social exchange theories (SET) explain the employee engagement agreement. Social exchange theory stated that the requirements are developed by interactions series between two parties who have condition to do work collaboratively (Saks, 2006). The main principal of SET is establishing the relationship by trust, loyalty, combined obligations and also follows the specific exchange rules over specific time (Cropanzano & Mictchell, 2005).

Thus, the individual can support the organization by properly engaging with organization. The Employees will select to evolve with organization on different engagement levels and also it relies on the particular resources which provided them by organization. By providing the intensive motivational resources to individuals for the emotional, physical and intellectual commitment towards improvement in organizational performance.

Hence, employee engagement shows the involvement of Employee emotions and feelings with organization and it can be taken as positive or negative work attitude by people. The both

organizational environment and organization have a leading role for creating Employee behavior and their involvement.

2.4 Employee Engagement and Organizational Performance

This is very common question why organizations should spend money for employee engagement? The answer for this question is that employee engagement directly relates to the performance of business or organization. There are different studies on the relationship between organizational performance and employee engagement. Some researches scrutinize that there is positive impact of employee engagement on firm performance, in performance included retention rate of Employees, profitability, customer loyalty and security, productivity. Furthermore, the studies shows that the more engagement of Employees with employers increase the average industry growth in revenue. When the companies have high employee engagement then their growth will be doubled. Additionally, employee engagement also has positive relationship with customer satisfaction and loyalty (Coffman, 2000; Ellis and Sorensen, 2007; Towers Perrin Talent Report, 2003; Hewitt Associates, 2004; Heintzman and Marson, 2005; Coffman and Gonzalez-Molina, 2002).

Moreover, there are three types of behavior which found commonly in consistently engaged Employees for organizational performance:

- o Employees always support the organization and their colleagues, also bring capable customers and Employees
- o Always Employees want to stay with their organization and prefer it on other work places

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o Employee shows enthusiasm to put extra effort and extra time for the success of organization (Baumruk and Gorman, 2006)

If Employees will not engage with organization, then how the organization will survive? The Employees will not engage with organization; it means that they are just wasting time, talent and effort there. They are also showing no commitment with organization and avoid adopting changes in organization. This type of disengaging Employees decreases the firm performance and customer satisfaction (BlessingWhite, 2006; Perrin Report, 2003).

The ISR survey of 41 companies and 360000 Employees from the top ten developed countries conducted by Meere (2005). He found that the companies' net profit and operating income decreased from last three years the reason for this is only the less engagement of Employees. Whereas these companies have high growth over specific time period because of high engagement levels. The research by Management system (2004) focused on Financial News, March 2001 which demonstrates that the organization has to bear cost on disengaged Employees. The following are the type of disengaged Employees as reported by this News:

o Less dynamic and productive

o Stay on leave at average 3.5 more days annually

o Per annum $292 to $355 billion cost for US economy

2.5 What is Employee Engagement?

Employee engagement is well-known and mostly useful term (Robinson *et al.*, 2004). Most of the studies on employee engagement are empirical in spite of theories. There are very few empirical and theoretical studies on this topic but it is surprisingly more famous (Robinson et al., 2004). Employee engagement is not novel term or concept but it is like to give more attention to old concept in new way. Employee engagement has also well-defined by different researchers and have different definitions along different measurements alike other concepts such as organizational citizenship behavior and organizational commitment (Robinson et al., 2004).

Mostly employee engagement indicates the emotional attachment and intellectual commitment with the organization (Baumruk, 2004; Richman, 2006; Shaw, 2005) or Employees voluntarily effort towards their jobs (Frank et al., 2004). There are many definitions in academic literature. The definition of personal engagement by Kahn (1990) is "the organizational members' binding indicates work roles, their evolvement, physical and intellectual services of people and emotional role in performance". In the same way, the personal disengagement defined as "the organizational member's disconnection, disengagement, avoid physically and intellectually activities, emotionless towards performance". Nevertheless, the physical and intellectual bonding is necessary for playing significant role in the performance of organization.

According to Gatenby, Rees, Soane, and Truss (2009) engagement defines as "generate the opportunities for the Employees binding with each other, management and organization. Also provide them such resources and environment where they feel relax and by desire like to do work

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with care about good jobs. This concept is not rigid, there is space, flexibility, change and consistent improvement can be included according to situation of Employees and employers during twenty-first century".

Furthermore, "the positive attitude of Employees for the organizations enhances the value of organization. The engaged Employees have information about the business dealings, and prefer teamwork for improvement of organization performance. Similarly, the organization must compensate the Employees for making strong binding with Employees, it is compulsory to develop Employee and employer two-way relationship" (Robinson, Perryman & Hayday, 2004). Another definition by Storey, Wright, and Ulrich eds (2008), employee engagement is set of positive approaches and attitudes towards the high level of job performance which align with mission of organization. Rothbard (2001) also defined engagement as there are two critical aspects of cognitive attitude: concentration and devotion. Devotion is in the perspective of psychological ability to spend time for focus on role, while concentration represents the intensity to think about their role and absorbed it.

The researchers who have exhaustion defined the engagement as negative or anti positive burnout (Maslach et al., 2001). The study by Maslach et al., (2001) defined engagement term in burnout perspective as the opposite of passion, engrossment and efficiency by pessimism, enervation and inefficiency respectively. The studies of researchers on burnout dimensions included pessimism and enervation is opposite of engagement dimension included passion and devotion (Gonzalez-Roma et al., 2006).

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Schaufeli et al. (2002, p. 74) also defined the engagement, "it is positive approach towards workforce with strong commitment, enthusiasm and efficacy. Further, they suggested that the engagement is a continuous process, it is more determined and prevalent cognitive condition which is not only limited to event, individual, attitude or object" (p. 74).

According to prior literature, engagement relates to other concept of organizational behavior but it is different than others. Such as, Robinson et al. (2004, p. 8) described that engagement has many components of organizational citizenship behavior and commitment but it does not mean engagement is part of them. As well, commitment and organizational citizenship behavior is limited for two engagement aspects, 1) the two-way relationship 2) business know how by Employees. Likewise, organizational commitment is not alike engagement; it denotes the attachment and behavior of person towards the organization. Whereas, engagement is the attention and understanding level of Employees towards organization performance rather than the behavior of employees. Organizational citizenship behavior shows the informal and voluntary attitude towards the colleagues and organizations' support whereas engagement focuses on the formal attitude towards the performance in spite of voluntary attitude.

There is also difference between job involvement and engagement. Job involvement is psychological perception regarding job satisfaction and personal image (May et al., 2004). Engagement denotes the Employee searches the ways to engage them for better job performance. Besides, engagement is the symbol of feelings, attachment and attitudes with cognitions. May et al. (2004) proposed that engagement might be origin source of job involvement because the individuals with strong engagement must involve its self with job.

Although the literature about the engagement similar to other concepts in practice but in academics and theories, this is considered as different concept with distinguish definition. It comprises with emotional, behavioral and cognitive elements which relates with individual job performance. Engagement is also different from many other concepts such as OCB, job involvement and organizational commitment.

2.6 EMPLOYEE ENGAGEMENT STRATEGIES

In this study the definition of employee engagement has been briefly elaborated and discussed. It covers the elements that affect employability. The relationship of employee engagement with firm performance has been discussed along with its importance for getting high performance. A serious question arises in this stage regarding the reader of the employee engagement. Employee engagement strategies should be understood to identify the wisdom of certain arguments for employee engagement. These arguments and questions include ten points over which the managers should concentrate to get high performance from Employees to improve performance of organizations. These ten points may act as medicine for the Employees in such a way that these ten tablets can cure the disease of employee engagement in the work.

Start it on day one

Organizations apply different strategies to acquire new talent from the market. These strategies are good for attracting new Employees but do not have any impact over retention of the Employees. While employing a new Employee the orientation and recruitment programs form the foundations. Managers should be aware of employing potential talent knot new Employee rate through effective recruitment. Employee newly hired dealing with such jobs, duties and responsibilities,

goals and the mission of the contemporary primacies of the company's department, vision, values, policies, and procedures and job-specific orientation should be identified in the general orientation. This will help the Employees in assigning realistic expectations from their job. This factor reduces the conflict that might arise in the future. Once the hiring is done the managers need to identify the ability job fit of the Employee. It is important to determine that the person is suitable for the job this understanding helps to avoid job burnout which is the major reason behind Employee turnover.

Start it from the Top

For development of employee engagement the leaders should clearly guide the Employees with mission, vision, and values of the organization. The beliefs of the top management should be transferred to the Employees. This will enhance the skills and therefore, employee engagement will not be a corporate fad. The management by the dedicated heart of employee engagement does not need lip service and process-oriented services. It requires an example of leading.

Enhance Employee Engagement through Two Way Communication

The managers should improve employee engagement through two-way as it is a two way communication. Manager should promote two-way communication among the Employees. This is what is expected from them. Two way communications is a clear way for having an engaged workforce. Managers should get input from Employees and should show respect for their input. They share power with their Employees through such a feeling that they will feel a sense of belongingness to their increased participation in decision-making engagement.

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Give Satisfactory Opportunities for Development and Advancement

One of a very good tactic for getting employee engagement is giving autonomy to Employee. Managers must let the Employees to take decisions regarding the performance of task assigned to them. By giving freedom to the Employees managers get their confidence and it helps managers to keep their Employees motivated and engaged and as a result they perform batter. This enhances the chances of getting long term productivity and high levels of work engagement. Those managers always succeed in getting high involvement and high engagement who believes in results rather than stressing on the processes.

Ensure that Employees Have Everything They Need to Do Their Work

For getting high level of employee engagement it is necessary to equip them with the required facilities. It is the responsibility of the mangers to ensure that all the resources required for the achievement of a task are provided to the Employees. These resources include; financial and information resources that facilitate the Employees for effective performance.

Giving Employees Appropriate Training

Training enhances engagement. When employees are trained for a certain task they enjoy performing it. When Employees feel that they are being updated then certainly it will increase engagement. Appropriate trainings are required to get high engagement, because if an Employee is not capable of performing a task he will not be motivated to do that which is the basic cause of Employee disengagement. Training enhances the performance which helps Employees in gaining high confidence for doing job and as a result employee engagement is achieved.

Have Strong Feed Back System

A well-structured performance management system is required to get high performance. It helps Employees from deviations. When the Employees are held responsible for poor performance then they feel responsibility which increases the level of employee engagement. When organizations frequently conduct surveys for employee engagement then engagement level of Employees is increased. It is because these surveys help the management to identify the factors that derive disengagement and engagement so the management should eliminate the factors that cause disengagement and should promote the factors causing employee engagement. Identification of the areas through which employee engagement can be enhanced.

At times it becomes difficult for the management to concentrate all the areas but organizations may consider at least the most critical areas for improving the level of employee engagement. On the basis of results of the surveys, the managers should develop certain action plans that may help Employees to engage in their jobs.

Incentives have a Part to Play

Financial and non-financial benefits have a major role in enhancing employee engagement. The managers should consider both especially for those Employees who show engagement in their work. The studies have proved that recognition, high pay, and praise are a major motivator which helps Employees to get engaged in their jobs. Performance evaluation has a major role in this regard and helps to improve employee engagement.

Build a Distinctive Corporate Culture

Organizational culture has a major role in employee engagement. Management should pay special attention towards the development of a strong organizational culture. Such a culture helps the management to achieve organizational objectives. When a culture of mutual respect is developed in the organization, not only the current Employees remain more engaged but they also develop the same culture for the new Employees.

Focus on Top Performing Employees

Watson Wyatt Worldwide in 2004/05 conducted a study on HR practices over 50 large companies or USA. The researchers argued that by engaging top performing Employees organizations can succeed in getting high performance. They further argued that high performing organizations follows the demands of top performing Employees and in return they get top business performance. Studies on getting high engagement from high performance are very limited. The studies in the filed have only focused on the factors that derive high employee engagement. Yet these studies failed to identify the clear strategies that their organizations may adopt to get high engagement levels of Employees. If any appropriate strategy is suggested it will certainly enhance performance of the organizations. Yet the researchers have not yet identified the cost associated with increasing engagement levels of the Employees.

Employee Engagement Models and Theories

As mentioned above that limited studies have been conducted on the strategies for getting high engagement level of the Employees, therefore, there is little in the way of models and theories

development. Till now there are two different streams that give models of employee engagement. Kahn (1990) in his qualitative research on psychological conditions of personal engagement after interviewing summer camp counselors and members of architecture companies regarding their moments of engagement and disengagement of job identified that three psychological conditions are associated with employee engagement or disengagement. These three psychological conditions are meaningfulness, safety, and availability. When employees are more psychologically available or feel more psychologically safe or feel that their job is psychologically more meaningful, they get more engaged in the job. May et al. (2004) empirically tested the three factors identified by Kahn (1990) and suggested that these three factors are highly significant in getting high level of employee engagement. They further highlighted that job enrichment and role fit are strongly influential for predicting meaningfulness. Likewise, they argued that rewarding co-worker and helping managers ensures safety whereas, adherence to co-workers norms and self-consciousness has a negative impact over safety. Similarly, they endorsed that availability of resources have a positive impact over psychological availability whereas, outside activity participation has a negative influence over psychological availability.

Job burn out literature provides other model for employee engagement. The studies have supported the argument that burnout has a negative impact over employee engagement (Maslach et al., 2001). There are six areas in professional life which causes job burnout (Maslach et al., 2001). These six areas include; reward, recognition, social support, control, perceived fairness, and workload. In case of sustainable work employees get engaged, especially when they have the feeling of choice and they have control. Appropriate recognition and rewards are also supportive

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in getting employee engagement. Similarly, organizational justice is something that gives the feelings of meaningful job.

Engagement factor like burnout factor mediates the relationship between these six factors. Both the studies indicated that psychological factors are crucial for engaging the Employees. Despite their efforts they failed to respond the major reasons behind variation in the degree of engagement by the said factors. Social exchange theory also provides reasonable explanation for the employee engagement. The theory argues that a series of interactions generate obligations among the parties who are inter dependent. When the parties abide by the rules of exchange social exchange theory prevails (Cropanzano and Mictchell, 2005). These rules are generally the repayment rules if one gives performance he requires reward. Employees always like to repay the organizations when they receive rewards from the organizations, these rewards may be monetary or non-monetary (Robinson et al., 2004). These two parties in such relationship is usually Employee and the employer or Employee and the manager. The best way Employees can pay their organization is high performance by high engagement.

The level of engagement of the Employees is dependent on the level of rewards that they get from the organizations. By showing devotion, dedication, and loyalty is the best of shows return to the organization for the rewards that organizations have given to their Employees. In organizations where job evaluation is done it is difficult for the Employees to deviate much from their performance levels, because their performance is the foundation for their rewards, promotion, and growth. Therefore, Employees usually exchange their job engagement with the benefits that are provided to them by the organization. Thus, it would be right to say that social

exchange theory provides the foundation for understanding the levels of employee engagement by the Employee s in their job. The models given by Kahn's (1990) and Maslach et al.'s (2001) are based on economic and socio-economic rewards. In case where the organizations fail to properly pay the Employees, then Employees show disengagement. Thus, employee engagement is contingent to economic and socio-economic resources that Employees gain from the organization.

Strategies effecting employee engagement

Following are the main strategies that affect employee engagement.

Leadership Support and Action

The most common phrases among researchers and Employees are "action speaks louder than words" and "walk your talk". When Employees face contradiction among these two common phrases then they are opt for status quo. It is a common understanding among Employees that sustainability talks by the leaders is only for the outside consumption. Such a perception increases especially when top management stressed very different goals for several years. The leader has to clearly communicate the changing mission to the Employees. The clear communication of the mission of the organization enhances the engagement level of the Employees.

The researchers have found that those trainings are very successful and have long lasting impacts where the top management is involved in the trainings and attend the training sessions. This shows the willingness of the top management to dedicate their time for Employees; it shows

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support from the top management. Such presence of the top management gives a clear message to the Employees that leadership support is with them. This gives a clear signal to Employees that they matters a lot for the management.

Despite the fact that the purpose of this study is to create a bottom up dynamic for implementing sustainability, yet it does not refuse the requirement for top bottom support. Top bottom and bottom top both are required to reach a sustainable and long lasting change. Employee engagement cannot be sustainable if management is not catering his performance, likewise, no management is going to rewards Employees without high level of engagement. To make sustainability as the part of vision is the responsibility of the management. The leaders and managers have to act like a mentor. It is their responsibility to develop an environment where change is encouraged. Likewise it is the responsibility of the management to facilitate learning.
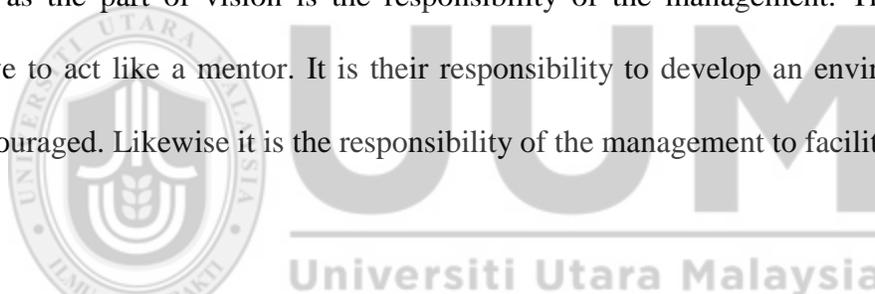
Leadership Support and Action and employee engagement

Followers follow their leaders; therefore, organizational performance is dependent over the leaders. Leaders have a great influence over the development of employee engagement. Transactional leadership style restricts leaders from using rewards to change the behaviors of Employees for getting high performance. The impacts of transactional leadership are short term. Developing privileged work groups in the organizations is un-fair and is considered as discriminatory (Center for Leader Development, 2006). LMX theory fails to explain how to build trust among Employees.

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On the other hand, transformational leadership style enriches employee engagement Transformational leadership changes the behavior of employees (Kaiser, Hogan, & Craig, 2008). They feel themselves as a part of group rather than an isolated individual. Followers prefer to follow the group norms when they feel themselves as a part of group. These feelings enhance their motivation and inculcate employee engagement in them. Inspirational leadership is successful in inculcating vision among the Employees, which helps the achievement of organizational goals. They encourage followers and new Employees in the organizations. Employees who have good relations with managers are more engaged Employees (Bakker & Schaufeli, 2008). This concept is supported by Walumbwa, Orwa, Wang, and Lawler (2005) who argued that transformational leadership style enhances organizational commitment which enhances job satisfaction of the employees. Furthermore more leaders who believe in developing good relations with Employee succeed in engaging Employees (Cartwright & Holmes, 2006). Transformational leadership style never represent leader as a power figure, rather a supportive supervisor for the achievement of organizational goals. Therefore, there is no harm is saying that transformational leadership significantly influence employee engagement (Nohria, Groysberg, & Lee , 2008). Likewise, they are capable of fulfilling the requirements of Employees for the performance of assigned tasks. They believe in empowering.

Hypothesis 1

H_0: *There is no significance relationship between leadership support and* employee engagement *in Jordanian electric Power Company limited (JEPCO).*

H_A: *There is significance relationship between leadership support and* employee engagement in *Jordanian electric Power Company limited (JEPCO).*

Communication

Employee communication is very important. It is done at every level. Communication is not limited to emails or news letters or direct communication. Goals and objectives that are set by the management communicate Employees regarding their task and regarding the requirement of the management from the employees. Performance evaluation and the rewards on its basis is the best communication by the management. Day to day operations take a lead which minimizes the need for formal communication. Communication for continuous reinforcement is compulsory. Communication is the life line for building sustainability in the organization. It is shared between departments. It helps to deliver a unified message regarding mission throughout the organization. Employees must be given access to communication channels. Scorecard is a best thing to achieve this objective which stimulates sustainability in defining and performing work.

Majority of the Employees consider sustainability as a vague concept. The difficult thing to achieve is to filter the information from the top management and to disseminate it to whole organization and then to inculcate it into actions of the Employees. To bring change leaders need to disseminate information throughout the organization and have to clearly define them the required change. They need to make Employees understand what change is required and why it is required, and what the advantages of that change are. This objective is achieved when the Employees know what they are doing is according to the objectives of the organization. This is a challenging task, it is not as simple as it seems. According to managers it is an ongoing challenge.

Communication regarding safety and its relationship with process control and safety should be communicated to the Employees. There is a wide space to add sustainability in communication concept. An organizational approach reported that extending the influence of process failure to the personal life of Employee is actually what is currently happening. This is achieved by the organizations by extending the boundaries of routine considerations of the Employees. If a process failure causes water pollution, the management need to realize Employees that this water pollution is for the whole society and families of the Employees will also get affected.

Employee Communication and employee engagement

Employees understand their role and role importance when the communication is effective in the organization (Clampitt, 2005). CIPD survey highlighted the importance of communication in any organization by throwing light on two important predictors of employee engagement. These two predictors are opportunity to feed upwards and feeling well-informed regarding the happenings with in the organizational boundaries. In the light of the discussion it is obvious that employee engagement initiates when they are properly communicated regarding organizational performance. This is the concept of be informed. Any activity that may affect their work group should be properly communicated to the employees. This will help in avoiding any confusion among the Employees against any change. Similarly, when the Employees are clearly communicated about organizational goals, this communication helps Employees to remain stick with the organizational goals by defining a clear path which prevents them from any deviation.

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Similarly, providing regular feedback is the important part of communication. DDI's Selection Forecast survey highlighted that more than fifty percent of the Employees feel that they are well informed about their performance. This feedback supports the Employees in recognizing their progress. Such feedback helps Employees to remain focused. Employees who get regular feedback usually perform better. Surveys conducted by ASTD claimed that 90% of the studies organizations should clearly communicate their goals. Another study conducted by The Investors in People Standard 2004 highlighted that 55% of the Employee feel that they are well informed about organizational activity, and 65% feel that they were provided with sufficient information regarding their performance. Therefore, the proposed hypothesis is:

Hypothesis 2

H_0*: There is no significance relationship between Employee communication and* employee engagement in *Jordanian electric Power Company limited (JEPCO).*

H_A*: There is significance relationship between Employee communication and* employee engagement in *Jordanian electric Power Company limited (JEPCO).*

Rewards System

Rewards and monitoring are the best way to reinforce communication. It is tied with goals and objectives of the organizations. Rewarding individuals and teams differ from organization to organization. By making group rewards, the purpose of reward is enhanced as it promotes group performance. Certificates, acknowledgements, and distribution of savings percentage are the

different kinds of rewards. When such rewards are advertised among the whole organization then sense of pride is felt among the achieving Employees which motivate other Employees by giving them a message that they can also achieve the same rewards. Organizations that set goals that are challenging and at the same time by building competitions among different organizational task enhance employee engagement and overall organizational performance.

Majority of the organizations consider that sustainable performance is a lagging indicator. Few organizations believe that progressive reporting is very important. Employee involvement can be gained by involving Employees in different projects and initiative that are suggested by them. It creates a sense of responsibility.

Reward system and employee engagement

Everyone who delivers unique contribution expects rewards. Despite several rewards schemes offered by the organizations fail to fulfill the thrust of Employees and they need more day to day informal recognition (Wellins, Bernthal & Mark, 2003). Employee engagement is enhanced when they feel that are heard and recognized in the organization. US department of labor highlighted that lack of Employee recognition results in disengagement of the Employees.

Along with reward proper appreciation helps to build psychological contracts. These psychological contracts create a feeling among the Employees that they are valued and their performance is also valued. Enriched Employee commitment leads to employee engagement,

decreased Employee Engagement turnover, and improved performance. Therefore it is hypothesized that:

Hypothesis 3

H_0: *There is no significance relationship between reward and recognition and* employee engagement *in Jordanian electric Power Company limited (JEPCO).*

H_A: *There is significance relationship between reward and recognition and* employee engagement in *Jordanian electric Power Company limited (JEPCO).*

Conclusions

Up till now there is no consensus on a single definition of employee engagement. Researchers agree that it is a distinguishable construct on the basis of Employee commitment, organizational citizenship, and satisfaction of Employee Engagement. Employee engagement clearly shows the exchange between the Employee Engagement and employer. Therefore, it has stretched the meanings beyond being considered as a single construct. There is still need to conduct more research on employee engagement to reach on a clear and single definition.

Several researchers have argued that being valued by the top management, two way communications between employees and the employer, interest of management in the employee Engagement, opportunities provision to Employees and well-being of employees are the most critical factors for getting high levels of employee engagement. Even several studies have indicated that pay and benefits are not much lucrative for many employees. Perhaps this analysis is on the basis of the companies that are operating in economically sound countries. Thus, the

priorities of employees are beyond the pay and benefits. The results may vary if a similar survey is conducted in a third world country. Therefore, there is a need to conduct the same study in many different countries.

The studies have shown that employee engagement is necessary for the performance of organizations. Employee retention is higher in organizations with engaged employee Engagement s. whereas, organizations where employees are not engaged, commitment is low, turnover is high, and dissatisfaction among employees is also very high. All these factors affect the profitability of the organizations. The studies in the field have highlighted the importance of employee engagement only, whereas they fail to develop a cost and benefit analysis for Employee engagement decision. It should also be evaluated in terms of benefits that are associated with the cost of enhancing employee commitment. Thus there is a need to study the construct of employee engagement in detail.

Various studies have suggested their own strategies of employee engagement. In this study ten ways termed as ten tablets are suggested. Employee engagement should start from the day of recruiting the employee engagement. In the absence of engaged leadership, employee engagement is an unthinkable construct. The best way is to enhance two-way communication among the Employee Engagement s. This can be achieved by adopting the suggested tactics, like, rewards, appreciation, recognition, benefits, performance evaluation, feedback, and providing them required resources to perform the job.

CHAPTER THREE

METHODOLOGY

3.1 INTRODUCTION

This chapter focuses on the research methodology of this study. This chapter discusses about the research framework of this study which shows the relationship between dependent and independent variables. After that, this chapter comprises research design, unit of analysis, population, sample, and technique for sampling and variable measurement. Finally, this chapter contains data collection and analysis technique.

3.2 RESEARCH FRAMEWORK

The framework of study developed according to the research problem mention in this study with keeping in knowledge the past literature. The main focus of this framework is on the experiences of Employee engagement in (JEPCO). Highlighting the relationship of independent variables namely Employee communication, reward system, and leadership support with the employee engagement as dependent variable.

3.2.1 Independent Variable

The variable which is independent in the nature and previously researched by the researchers and its positive or negative effect of dependent variable known as independent variable (Cooper and Schindler 2008). This research chooses some of the important and latest variables:

(1) Leadership support

(2) Employee communication

(3) Rewards and Recognition.

3.2.2 Dependent Variable

Cooper and Schindler (2008) stated that the variable which needs to be measured observed or predicted by the researcher with the help of independent variables known as dependent variable. In this study employee engagement is the dependent variable chose by the researcher.

The framework of study structured by the researcher:
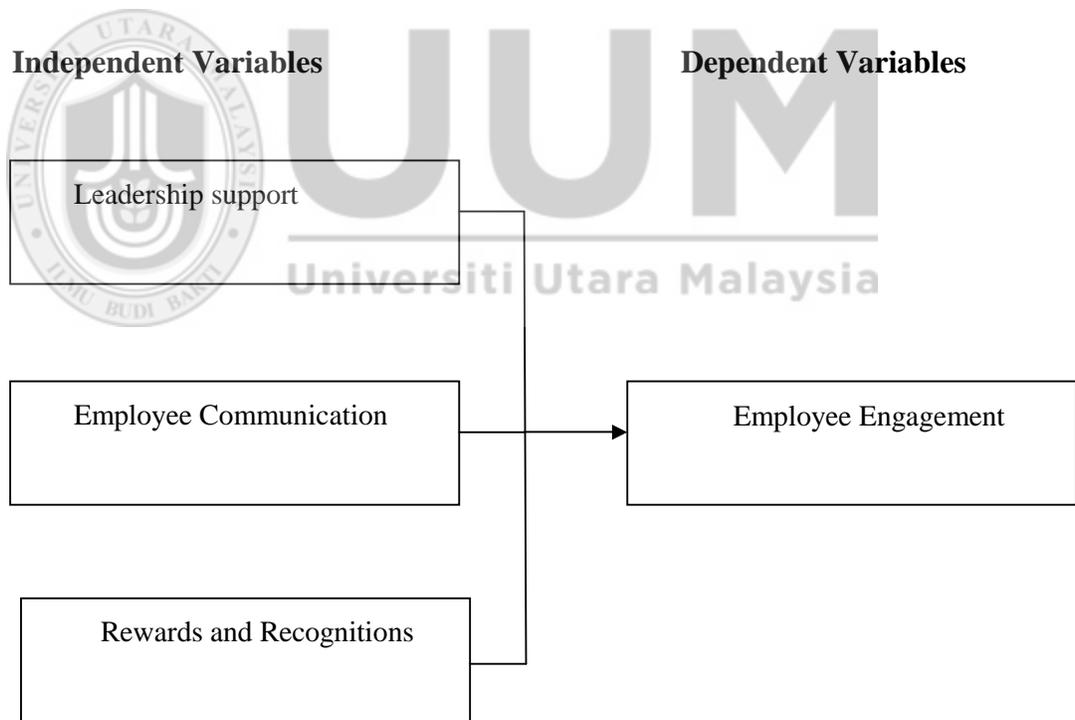
Figure 2.1: Research Framework

3.3 RESEARCH DESIGN

Research design is the framework which depicted the whole prototype of the study. A detail procedure about how to conduct this research and analyzing the research problem that needs to solve (Malhotra, 1999).

The purpose of this study is to inspect the variables that include Employee Engagement in Jordanian electric Power Company limited (JEPCO). This is a correlational study according to its nature that includes independent variables, for example, rewards system, leadership support and Employee communication. The independent variables might combine towards the employee engagement in Jordanian electric Power Company limited (JEPCO).

3.4 SOURCES OF DATA

This research will consider both primary and secondary data.

3.4.1 Primary Data

Primary data is the cross sectional approach which helps to obtain data at the time of spot for a specific purpose of study (Uma Sekaran, 2000). To acquire the data, expert has disseminated an arrangement of surveys questionnaire to the excluded Employees in Jordanian electric Power Company limited (JEPCO).

3.4.2 Secondary Data

The secondary data states the data assembled by someone else than the analyst use the data and as per directing of present concentrate, for example, production, organization record, industry investigation accessible by the media, web distributions et cetera (Uma Sekaran, 2000). It has low level of tiresome and modest to acquire the secondary information which is now without change arranged by different specialists. The secondary data is to get more data that could bolster the essential information, fortify the data furthermore help the expert to translate the essential information accurately. Now and again, secondary data can likewise provide knowledge to experts for different situations from distinction point of view.

To fulfill the purpose of this research, this study used the secondary data from JEPCO website, the annual reports, articles, and statements which are significant and reliable for the past literature support. The both internal and external factors are included in secondary data. Internal factors include such as JEPCO internet, JEPCO communication Magazines, brochure etc. and external source such as journals booklets articles and websites.

3.5 POPULATION AND SAMPLING

This study considers individuals as the unit of analysis. The population of this study covers all absolved employees in Jordanian electric Power Company limited (JEPCO). Populations alludes to whole gathering of individuals, occasion or premium things which desire by analyst to explore. The excluded Employees in Jordanian electric Power Company limited (JEPCO) were acquired from the JEPCO Human Resource Department. There are around 189 excluded Employees in Jordanian electric Power Company limited (JEPCO). In view of the size of sample

selection the rules are given by Krejcie and Morgan (1970) and in addition Cohen (1969); the size of sample for populace count (P) 189 is (S) 108. Henceforth, 108 absolved Employees in Jordanian electric Power Company limited (JEPCO) were randomly chosen for this research.

3.6 MEASUREMENT ITEMS

The measuring tool for this research would be the survey questionnaire that proposed to recognize the drivers of employee engagement in Jordanian electric Power Company limited (JEPCO). The questionnaire was adjusted and changed as per requirements of workers in Jordanian electric Power Company limited (JEPCO).

Table 3.1

Measurement Items

Variable	Items	Scales	Sources
Employee Engagement	13	Five-point Likert scale	(Chartered Institute of Personnel and Development, Suan, 2009)
Employee Communication	7	Five-point Likert scale	(ORC International Pulse, Suan, 2009)

		Five-point Likert scale	(ORC International Pulse, Suan, 2009)
Rewards system	6	Five-point Likert scale	(ORC International Pulse, Suan, 2009)
Leadership support	6	Five-point Likert scale	(ORC International Pulse, Yousof, 2015)

The questionnaire contains 5 areas. Segment A consists of respondent profile to explore and assemble the data. Area B, C, D and E tried to quantify things that are identified with employee engagement.

Table 3.2:

Design of the questionnaires

Section	Variables	Number of items
A	**Respondent Bio data** • Age • Gender • Race • Years of service in JEPCO **Jordan** • Academic • Qualifications • Department	7

B	Employee Communication	**7**
C	Rewards system	**6**
D	Leadership Support	**6**
E	Employee Engagement	**13**

Two scales were utilized as a part of this examination. To start with is perceived scale utilized as a part of segment A, the Likert of scale utilized for areas B, C, D, and E. After reaction of different items, the Likert scale is utilized which calculate a variable by appointed on 5 focuses scale.

The scale beneath demonstrate the degree utilized as a part of the Likert scale assigned instrument utilizing 1 to 5 score Likert scale (Sekaran, 2003). Each score performed as takes after:

1	2	3	4	5
Strongly disagrEmployee Engagement	DisagrEmplouee	Uncertain	AgrEmployee	Strongly agrEmployee

3.7 DATA COLLECTION METHOD

In this study, information was gathered utilizing organized questionnaires which comprised of 39 items. The survey was conducted to 108 excluded employees in Jordanian electric Power

Company limited (JEPCO). The respondents are spending one day to response and give back the survey to the expert by hand.

3.8 DATA ANALYSIS TECHNIQUES

In the wake of gathering the data from the surveys, a couple of methods have been done, for example, checking the information for precision. Other than that the queries were being coded to empower for investigation utilizing Statistical Packages for the Social Science (SPSS).

The information inspection starts by reliability test for the measures through Cronbach's Alpha. The Cronbach Alpha analysis was utilized because it is the most acknowledged reliability test apparatuses which suggested by social analyst (Sekaran, 2005). In Cronbach's Alpha dependability investigation, the nearer Cronbach's Alpha to 1.0, the higher the inward constancy reliability quality. (Cronbach's Alpha; Cronbach, 1946).

Thirdly, this study used Multiple Regression Analysis to exam which among the three employee Engagement's independent variables is the most critical variables in clarifying employee engagement. As per Sekaran (2005), the correlation coefficient, R, will demonstrate the quality of relationship between two variables and it will likewise indicate the amount of the change in the dependent variable will clarify when a few exogenous variables are conjectured to all the while impact it. Other than that the square of variance, R- square is the measure of fluctuation which will clarify the endogenous variable by the indicators and this is known as Multiple

Regression. In case of R- square quality, the F insights and its noteworthy level are known; the outcome can then be deciphered.

At last, recurrence dissemination is being done to get a tally of number of reactions connected with various estimations of one variable and to express these checks into percentage's terms.

3.9 CONCLUSION

The last section of this chapter examined the analysis strategy planned for this research by displaying hypothetical structure of framework and research methodology. Apart from that, it likewise incorporates the dialog of inspecting configuration, data collection, questionnaire design, and measurement and data investigation.

CHAPTER FOUR

FINDINGS & DISCUSSION

4.1 INTRODUCTION

This chapter entails analysis of data which collected by respondents. This study determines the relationship between employee communication, rewards system and leadership support (independent variable) and employee engagement (dependent variable). The objective of this study is elaborated by emphasis on research questions which have discussed earlier in chapter one. Additionally, for the verification of objectives, this study has considered the hypotheses in chapter two. This chapter has eight segments included data collection, respondent profile, goodness of fit, descriptive analysis, all major findings, findings summary and conclusion.

Moreover, this study used the Pearson correlation method for investigating the relationship between dependent variable and independent variable. Similarly, to determine the most significant independent variable which shows high effect on dependent variable, this study used regression analysis. Furthermore, this chapter elucidates the instrument reliability by Cronbach Alpha. After that, this study conducted the descriptive analysis for the respondent profile description.

4.2 OVERVIEW OF COLLECTED DATA

This study considered 108 respondents and distribute questionnaire to them. Then researcher collected back all 108 questionnaires by respondents. The all questions were responding by respondents. It shows that there was no missing value in data, no questions were rejected.

	Total	Percentage (%)
Distributed Questionnaires	108	100
Questionnaires Collected	108	100
Usable questionnaires	0	0
Rejected questionnaires	0	0
Uncollected questionnaires	0	0

Table 4.1: Responses Rate

4.3 RESPONDENTS' PROFILE

The detail about respondent profile or demographic features has been demonstrated by the survey which displayed in below table 4.2.

Table 4.2: Respondents Profile

Demographic	Categories	Frequency	Percentage
1. Age Group			
	below 25	7	6.4
	25-34 years old	66	61.1
	35-44 years old	24	22.22
	45-54 years old	8	7.4
	More than 55 years old	3	2.7
2. Gender	Male	83	76.85
	Female	25	23.14
3. Academic Qualification	Primary	0	0
	Secondary	19	17.95
	Diploma	30	27.77
	Degree	47	43.51
	Master/PhD	12	11.11
4. Department	Human Resource	27	25
	IT	6	5.55
	Engineering	18	16.66
	Supply Change (SCM)	37	34.25
	Finance	5	4.62
	Quality	6	5.55
	Others	9	8.33
5. Length of services	Below 2 yrs	18	16.66
	2-4 yrs	44	40.74
	5-7 yrs	25	23.14
	8-10 yrs	13	12
	More than 10 yrs	8	7.4

The survey reveals that majority of respondents are belong to the age of 25-34 and one third of respondents exist within age of 35-44. In the same way, the male percentage in respondents are and male percentage is 76.85% Furthermore, the degree holder respondents are 43.51%, diploma holder respondents are 27.77 %, there are very few respondents belong to master's degree and secondary level. Moreover, mostly respondents are of supply chain management, 34.25 % from Human resource, 5.55 % from IT, only 16.66 % from engineering and quality department and 8.33% respondents belonged to other departments.

4.4 RELIABILITY ANALYSIS

The reliability of instrument is necessary for study (Sekaran, 2003). It can be measured by Cronbach Alpha. If reliability value will close to 1.0 then it considers better and also .80 value considers good (Sekaran, 2003). Moreover, the values nearer .70 are acceptable and less than .60 values are not accepted and known as poor values (Sekararn, 2003). George and Mallery (2003) defined the reliability as it is the level which has error free measurement and consistently increased results.

Table 4.3: Reliability Analysis

Variables	No. of Items	Items Dropped	Cronbach's Alpha
Employee Engagement	13	1	.83

Employee Communication	7	4	.90
Rewards system	6	4	.98
Leadership support	6	2	.95

The above table 4.3 reveals that the values of both dependent and independent variables are good because it is above than .80

4.5 DESCRIPTIVE ANALYSIS

For the description of each variable, the study uses the descriptive analysis. The descriptive analysis demonstrates the variables mean and standard deviation. For this study descriptive analysis is taken in below table 4.4.

Table 4.4: Descriptive Statistics

Variable	Mean	Standard Deviation
Employee Engagement	3.40	.70
Employee Communication	3.39	.65
Leadership support	3.61	.79
Rewards system	3.30	1.00

In the above tables, the evaluation of all variables is through 5-point scale. According to results of this analysis, the mean of employee communication 3.39, rewards and recognition 3.30, and employee engagement 3.40 which considered good whereas the leadership support mean is 3.61 which considered as strong. Furthermore, the central tendency of variables can be measured by mean or average which shows the general review of each variable. The standard deviation is also shown the dispersion in data scale of interval and ratio and also discuss about the variance in data. It is very well known analysis as per statistical rules and very useful tool for normal distribution with the alignment of standard deviation and means in normal distribution (Sekaran, 2003): there are following statistical rules:

i. All observations exist in the average or mean of three Engagement standard deviations empirically

ii. The observations above 90% exist in the mean of two standard deviations

iii. And half observation lies in one standard deviation

The table 4.4 illustrates that employee engagement has .70 standard deviations. The employee communication has .65 standard deviations, leadership support has .79, and rewards system has 1.0081 standard deviations.

4.6 MAJOR FINDINGS

The both analysis Pearson correlation and regression provide some findings which are given below:

4.6.1 Pearson Correlation Coefficient

The research with several variables without the information about means and standard deviations of variables mostly attempt to find the relationship between dependent and independent variables (Sekaran, 2003). There is need to know about the nature of relationship, direction of variables relationship and significance of variables relationships which used in the study. The Pearson correlation matrix indicated the nature, significance and direction of the variables relationship for this study.

If the value will be +1.0 then it will show the correlation between variables as perfect positive correlation and -1.0 indicate the negative perfect correlation. According to prior studies, the range of correlation is between -1.0 to +1.0 which shows that the relationship between variables is significant or not. The researches on social sciences suggested that the conventional accepted significance have p=0.05 value. This value represents that there is 95% significance among variables and only 5% is insignificant.

The below table 4.5 exhibits the correlational matrix of dependent and independent variables. After that, the results of this correlation matrix are comparing with the developed hypotheses of study.

Table 4.5: Inter correlations of the Major Variables

	Employee Communication	Leadership style support	Rewards system	Employee Engagement
Employee Communication	-	.714**	.661**	.210*

Leadership style support	-	-	.543**	.507**
Rewards system	-	-	-	.457**
Employee Engagement	-	-	-	-

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Hypothesis 1: There is significance relationship between employee communication and employee engagement in Jordanian electric Power Company limited (JEPCO).

The relationship of employee communication is checked with employee engagement and findings reveal that there is significant relationship between employee communication and employee engagement (r=.212, n=108, p<0.05) but the correlation between variables is small. It shows that hypothesis 1 is accepted.

Hypothesis 2: There is significance relationship reward system and employee engagement in Jordanian electric Power Company limited (JEPCO).

There is investigation of relationship between rewards system and employ engagement. The findings exhibit that the significance relationship between the rewards system and employee engagement variables (r=.460, n=108, p<0.01). This relationship has adequate significance. Therefore, hypothesis 2 is accepted.

Hypothesis 3: There is significance relationship between leadership support and employee engagement in Jordanian electric Power Company limited (JEPCO).

The relationship of leadership support and employee engagement is scrutinized. The results indicated that there is a positive relationship between leadership support and employee engagement (r=.518, n=108, p<.01). This shows that there are strongly significant correlations between variables. Hence, hypothesis 3 is accepted.

4.6.2 Multiple Regressions

The below table exhibits the variance explanation. The multiple regression analysis treated the measurements of independent and dependent variable in the separate equation. The multiple regression is used to show strengthen of relationship between dependent and independent variables within significant or insignificant ways. This model provides the variance in relationship and determines the coefficients. The R square value shows effect of control variables. There are three Engagement independent variables which show impact on employee engagement. The findings of this model are displayed in below table 4.6.

Table 4.6: Results of Regression Analysis

Variables	Dependent Variables Usage – Group Performance (Beta Standardization)	Sig
Employee Communication	-.576	.000

Leadership support	.658	.000
Rewards system	.485	.000
F Value	23.606	
R	.658	
R Square	.433	
Adjusted R Square	.414	
Durbin Watson	2.737	

Above table shows that R = .658 which indicate the significant correlation between dependent variable and independent variables. The R-square value reveals the variance between independent variables (employee communication, leadership support and rewards system) and dependent variable (employee engagement) which is 43.3% in this study. It means that the all independent variables explain 43.3% of employee engagement. It shows that there is need to consider more factors for the explanation of employee engagement.

Furthermore, the adjusted R square is used to make the relationship more significant by adding more factors or variables. In this table the value of Adjusted R square is .0414 which explains that 41.4% of employee engagement can described by three Engagement independent variables. The other 58.6% can be determined by other variables.

The results also presented that these three Engagement independents variables have highly significant correlation with employee engagement through coefficient alpha <.0001.

The beta (β) value of employee communication (β= -.576), leadership support (β=.658), and rewards and recognition (β=.485) elucidate the significance independent variables with employee engagement. The leadership support (β=.658) is the strongest variables, then employee communication (β=-.576) and rewards systems (β=.485).

Finally, this model also exhibits the 23.605 F-change value which is significant at 0.001 levels. Moreover, this model displays Durbin Watson value 2.737 which indicates the data has error free term for dependent variables and independent variables.

4.7 SUMMARY OF FINDINGS

The analysis summary revealed in below Table 4.7:

Table 4.7: Summary of Findings

	Hypothesis	Results
H1	There is a positively significant relationship between employee engagement and employee communication	Accepted
H2	There is a positively significant relationship between employee engagement and rewards system.	Accepted
H3	There is a positively significant relationship between employee engagement and leadership support	Accepted

4.8 CONCLUSION

The above findings of correlation analysis show that there is significant relationship between an independent variables (employee communication, reward system, leadership support) and dependent variable (employee engagement). Furthermore, leadership support has the most significant relationship with employee engagement among others.

CHAPTER 5

DISCUSSION, RECOMMENDATION, AND CONCLUSION

5.1 INTRODUCTION

This chapter will elaborate the findings of the above study. Furthermore, suggestions and recommendations will also be suggested in this section for future research.

5.2 DISCUSSION

The above study was conducted to approximate that whether employee communication, rewards system and leadership style influence the employee engagement in Jordanian Electric Power Company Limited (JEPCO). Each objective of this study will be reviewed and comparison will be made with the findings of the previous studies.

Objective 1: To examine the relationship between employee communication and employee engagement in the Jordanian Electric Power Company Limited (JEPCO)

The positive coefficient values for the correlation of employee communication and employee engagement clearly suggest that management focus on Employee communication is critical to improvise employee engagement in JEPCO. It clearly suggests that if the employees are timely updated about organizational objectives and management decisions, it will enhance employee engagement.

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Results of our study are consistent with the survey led by Suan (2009). According to the survey, the essential element of employee engagement is true communication between management and employee engagement. When Employee Engagement updated about the events and goals of the organization, they usually engage well in business activities which lead towards Employee Engagement loyalty. As a result, employee engagement is increased.

Objective 2: To discuss the relationship between recognition and rewards strategy and employee engagement in **JEPCO.**

Based on the study that has been conducted we found that reward were considered as one of the factors that may contribute to the organization especially the private sector. Many of the respondents who are working in the industry agreement that if their benefits if higher, they would stay in the organization longer.

However, from the result, we also found out that most of the employee would be more motivated to stay in the organization longer if their organization or supervisor gives recognition to them. This case also has been supported by Maslach et al. (2001), Suan (2009) where he mentioned that if the organizations do not have a culture of Employee engagement reward system, burnout occurs which may cause the Employee Engagement to leave the organization. However, if Employee Engagement s efforts are recognized and they are rewarded, ultimately Employee Engagement s feel obliged towards higher engagement level.

Furthermore, the study found a positive correlation of recognition and rewards and employee engagement and results are consistent with Bernthal, Wellins & Mark, (2003). Also, Yusof

(2015) concluded that employee Engagement s whose feedback are responded well, supported in their work and are recognized for their efforts are probably more engaged. Jordanian Electric Power Company Limited (JEPCO) employee are way forward looking towards their effort recognitions and are satisfied with the rewards they receive from the management.

It is recommended for the organization to improve their rewards system especially those factors that have the highest values which are respect and job security as it will certainly increase their employee engagement towards the company. For example, the employer can implement a recognition program whereby they gave rewards and praise to an employee if they achieve something in front of the whole staff. Sometimes this kind of act may improve people perception towards the employee and may also increase the employee sense of appreciation.

Objective 3: To review the relationship between leadership style and employee engagement in the Jordanian Electric Power Company Limited (JEPCO).

This study depicts a positive correlation between leadership support and employee engagement. Results of this study are consistent with the previous study by Batista-Taran, Shuck, Gutierrez, & Baralt (2013) and Yousof (2015), whereby the majority of the employees are interested in job-related learning and developing new skills for personal grooming. Therefore, it is essential for firm management to organize skill development programs and promote the culture of learning to increase employee engagement.

This paper is more focused towards leadership styles and employee engagement. Currently, it is essential for management to move towards developing employee engagement rather than only motivating them. Transformational and transactional leadership are both considered to enhance employee performance (Bass, Avolio, Jung, and Berson ,2003). Among different styles, transformational leadership tends to be more bending towards a culture of employee engagement. Since transactional leaders tend towards setting a new structure, but transformational leaders use the existing structure to develop competitive employee who can better manage the current challenges of the market.

Several factors influence the profitability of the organization and sustainable growth of the employee in the current challenging market. Therefore, HR manager's needs to develop skills which would help them to increase employee engagement. These skills need to be formulated in every leader to sustain and overcome the disengaged workforce.

Transformational leaders have a direct relationship towards enhancing employee engagement by providing supportive management. Bhatnagar (2007) also emphasized that for enhancing employee engagement, an important trait a transformational leader should have is the ability to provide supportive management. Furthermore, Bernthal, Wellins, and Phelps (2009) concluded exceptional leaders (having characteristics of transformational leaders) also develop the culture of enhancing employee engagement. Above findings clearly depicts that to enhance employee engagement, transformation leadership characteristics are required.

Therefore, it is recommended that future studies should approximate the influence of transformation leaders on employee engagement. Furthermore, studies should also determine the engagement level of employees working under transformational leaders versus other leadership styles.

It is considered that business exists, only if customer exists. However, we have found that disengaged employee Engagement is also a risk for the organization in the current competitive environment. Disengaged employees lack organizational commitment, have high turnover intention with a low level of satisfaction. All these factors contribute towards employee engagement which contributes towards achieving an extra mile of success. A survey conducted by Towers Perrin (2007-2008) found that engaged employees are more productive, have a higher rate of retention and have a belief of impacting the organization success. Therefore, long-term success demands a continuous investment on their employees.
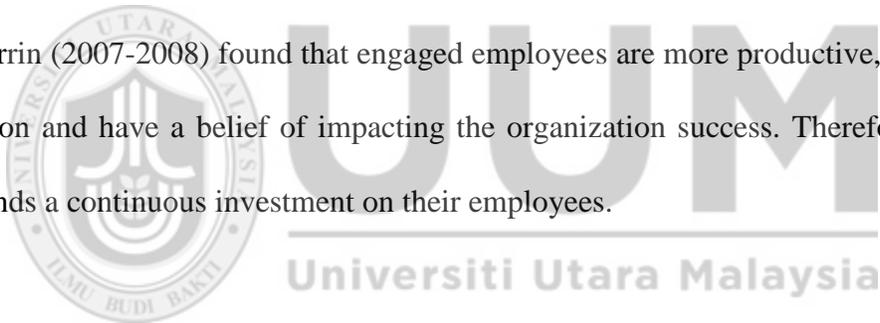
Objective 4: To identify which variable (communication, reward system, leadership style) is the critical driver of Employee Engagement in the Jordanian Electric Power Company Limited (JEPCO).

The above results determine that leadership style has the main impact on employee engagement. Yusof (2015) were also consistent with our research and suggested that strong leadership is the motivation for employees in search of a job. Results indicate that 69 percent (strong response) of the employees responded that employee engagement is highly affected by leadership style.

Hence to make Employees more engaged, the leader needs to provide more opportunity for the employee to speak or to throw their ideas. They also should consider the ideas and comment. Usually, even though the employee's ideas cannot be used, the employee will feel motivated as they know their leader give them the opportunity to provide ideas. Besides that, if the leader becomes more supportive and always has their subordinate's back during happy and hard times, the employees will remember it, and they will stay in the organization just for that reason.

For example, in Mercedes Benz, their leader is very attentive and supportive to their subordinate. Hence, most of their employee tends to stay in the organization, not because of their rewards or benefits, but it is for the sake of the leader. The employees are satisfied with their company as long as they knew that their leaders are very supportive and will do everything to help them improve in their career.

5.3   LIMITATION OF THE STUDY

The study undergoes the following constraint.

5.3.1 Time and Financial Constraints

The time which given to conduct this research is very limited, and the time constraints were very high. Furthermore, the small budget was available for a study of high budget. It is hard to meet the expenses for the execution of this research project.

5.3.2 Lack of Experience

Limited research knowledge and lack of research experience were the main constraints in this research. Since it was the first research of its type, it was realized that it need many skills and

research experience during all levels. Therefore, there are chances that these constraints have indirectly affected the research outcomes.

5.4   RECOMMENDATION FOR FUTURE RESEARCH

Since this study was restricted in identifying limited dimensions of employee engagement in the case of Jordanian Electric Power Company Limited (JEPCO).

Therefore, future researchers may consider few of the suggestions below

- To check the consistency, research should be expanded towards other organizations.
- Consider other dimensions to better understand the factors which impact the employee engagement. Following variables should be considered for the study in JEPCO:
  i)   Organizational structure
  ii) Organizational culture (to examine that the culture in the organizations in Jordan can engage the employee probably or not)
  iii) Top management support
  iv) Well- being the employees.

5.5   CONCLUSION

The objectives of this study including the influence of employee communication, recognition and rewards, and leadership style on employee engagement suggest that these dimensions belong to the performance of team or group. Furthermore, the result of the fourth objective suggests that leadership style is the main driver of employee engagement in the context of the Jordanian Electric Power Company Limited (JEPCO).

Therefore, HR management of Jordanian Electric Power Company Limited (JEPCO) should invest to channelize the entire four dimensions to enhance employee engagement level in the organization. The R-square value for employee engagement is 43.8 percent and is considered acceptable. However, the scope of the study is limited to only three Engagement dimensions. Future study may take into account more dimensions to understand better the factors contributing towards employee engagement in the context of the Jordanian Electric Power Company Limited (JEPCO).

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