

## ANTECEDENTS AND CONSEQUENCE OF WORK ENGAGEMENT: A LITERATURE REVIEW

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**Abstract:** *Work engagement has emerged as a critical construct in human resource management scholarship and practitioner literature because of its positive outcomes for employees and organizations. In this paper, we review the role of work engagement in the relation between its antecedents and employee performance as the outcome. We also review the methodological choices, sample selection, analysis techniques, construct definition and measurement tools, used in 26 empirical studies of the last 7 years (2008-2015) on work engagement. The prime motivation for this review is the growing interest of existing scholarship in testing different organizational factors and human resource practices leading to higher work engagement and individual-level outcomes such as employee/job performance. We identified lack of empirical research using longitudinal, experimental and qualitative research design in extant literature on work engagement. Our review highlights that work engagement research needs better measurement tools apart from Utrecht Work Engagement Scale (UWES). We further recommend future research to explore more antecedents and performance outcomes of work engagement in different organizational settings and across different cultures and countries.*

### INTRODUCTION

Different personal and organizational resources are studied in relation to performance, but various intervening phenomenon are involved in this link like work engagement are often left out. Therefore to unlock the black-box it is crucial to understand the role of intermediating factors such as work engagement in a relation between job resources, organizational practices and job performance. Factors that influence work engagement of an employee are termed as antecedents and drivers of work engagement. Similarly, various consequence of work engagement such as turnover intention, job satisfaction, organizational commitment etc. (Hakanen *et al.*, 2006; Saks, 2006; Cole *et al.*, 2012; Crawford *et al.*, 2010) have been tested in the extant literature. Out of these, for this review, we selected employee/ job performance as an outcome of work engagement. We reviewed methodological choices used to study this relation because these choices

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ultimately help in better understanding of a mediating phenomenon and development of a construct. Further, we tried to explore the relation between work engagement and both dimensions of performance i.e. in-role performance and extra-role performance through existing empirical studies (Hoffman, Blair, Meriac, & Woehr, 2007; Organ, 1988). In spite of the assumption that work engagement leads to better performance and is positively related to work engagement, this relation is more intuitive in nature because it still lacks ~~in~~ empirical evidences through longitudinal, experimental and qualitative research design in different cultural and workplace settings (Saks, 2006; Shuck & Wollard, 2010). Bakker and Demerouti (2008) mentioned the scarcity of qualitative and quantitative studies in examining the relation between work engagement and performance at the workplace. This highlights the need for an understanding and empirical testing the link between work engagement and employee performance.

## **WORK ENGAGEMENT**

The first scholar to define engagement at work is Kahn (1990), "harnessing of organization members' selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances" (p. 694). Kahn (1990) explained that engaged employees as those who put personal energies into their work and devote their self by involving physically, emotionally, mentally and cognitively in their task. Maslach and Leiter (1997) explained that engaged employees connect better to their work, they are energetic in performing their task and undertake challenges while working. They framed the construct of work engagement as a positive antithesis of burnout. Maslach *et al.* (2001) explained that the dimensions of engagement (efficacy, energy and involvement) are opposite to those of burnout (ineffectiveness, exhaustion and cynicism). Schaufeli & Bakker (2004) defined Work engagement as "a positive and fulfilling state of mind, which is characterized by vigor, dedication, and absorption". *Vigor* is described as "high levels of energy, mental resilience, willingness to invest effort in one's work, and persistence despite of difficulties" (Schaufeli & Bakker, 2004). *Dedication* refers to a "sense of significance, enthusiasm, inspiration, pride, and challenge" (Schaufeli & Bakker, 2004). *Absorption* refers to "being fully concentrated and happily engrossed in one's work" (Schaufeli & Bakker, 2004).

## **ANTECEDENTS OF WORK ENGAGEMENT**

Kahn (1990) explained that employees' perception of the work environment and job characteristics govern their psychological condition which directly impacts the ability to involve self in work. He argued that three psychological conditions for engagement "psychological meaningfulness, psychological safety and psychological availability" come from the characteristics of the employees and

organizations. More important it is the perception of organizational and work factors because these factors motivate them to involve emotionally, physically and cognitively in their work. These factors influence employee's work engagement differently, which in return leads to variation in their task and contextual performance. Thus, the relation between antecedents or work/job features and work engagement help in better understanding of the factors influencing employee performance.

## **RELATION BETWEEN WORK ENGAGEMENT AND EMPLOYEE PERFORMANCE**

In-role performance or Task performance is defined as "officially required outcomes that directly serve the goals of the organization" (Motowidlo & Van Scotter, 1994). In-role performance is also defined as "individual performance for organizational goals, as it reflects the effectiveness of an individual in performing the duties required by the job" (Borman & Motowidlo, 1997). Extra-role or contextual performance is defined as "discretionary efforts of an employee that directly promote the effective functioning of an organization" (MacKenzie, Podsakoff, & Fetter, 1991). Extra-role performance includes the employees' tendency to behave in different ways or personal initiatives facilitate the smooth operations and growth of an organization (Borman & Motowidlo, 1993); extrarole performance includes organizational citizenship behavior (Frese & Fay, 2001), employee voice etc. (Van Dyne & LePine, 1998). Kahn (1992) proposed the links between employee engagement and individual outcomes such as quality of work, job performance, and organizational growth and development. He explained that engaged employees are more attentive, effective in their work and productive for organizations. Erickson (2005) described that engagement is a crucial phenomenon which enables employees to utilize their discretionary efforts in helping organizations.

## **METHOD**

### **Literature Search and Selection of Research Articles**

We conducted our literature search using computerized databases - EBSCO, ProQuest, Google Scholar, APA PsycNet and Science Direct, for the time-period from January 2008 to December 2015. We primarily focused on journals included in the ranking list of Australian Business Deans Council (ABDC). The search included keywords - "work engagement", "employee engagement", "task engagement", "job engagement", "job performance", "employee performance", "task performance", "contextual performance", "extra-role performance" and "in-role performance". Among the 26 shortlisted articles, eight articles were from A\* ranked Journal, six articles are from A ranked Journal, five articles are from B

ranked Journal and the rest from other top journals. The inclusion of articles was based on empirical studies examining the relation between personal resources, job resource, organizational factors and HR practices as antecedents of engagement, direct, indirect, or mediating role of work engagement and employee/ job performance as an outcome. Each article was analyzed through in-depth study, methodology rigor and relationship identification.

### **Article Summary**

We have represented a summary of 26 articles in tabular format in Table 1. Articles are arranged in a year-wise format starting with 2015 to 2008. The table includes details such as author name, year, journal name, nature of relation e.g., direct, indirect, or mediating, method, statistical analysis, type of performance, instrument, sample size, participants, industries and geographical region.

## **LITERATURE REVIEW**

### **Operational Definition of Work Engagement**

Twenty-two articles defined work engagement as proposed by Schaufeli & Bakker (2004), "a positive and fulfilling state of mind, which is characterized by vigor, dedication, and absorption". Only four studies (Vogelgesang, Leroy & Avolio (2013); Robertson, Birch & Cooper (2012); Rich, Lepine & Crawford (2010); Medlin & Green (2009)) used Kahn's (1990) definition of employee engagement, "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". Most of the studies ignored Kahn's (1990) definition of engagement; Saks and Gruman (2014) highlighted that Kahn's conceptualization of engagement is much deeper and more substantial than the definition provided by Schaufeli *et al.* (2002) because of its similarity with burnout.

### **DIRECT RELATION**

Vogelgesang, Leroy, Avolio (2013) found a direct relation between leader transparent communication, work engagement of the follower and supervisor reported performance in a 3-month longitudinal study in a military academy. They also reported that leader behavioral integrity mediated the relation between leader communication and followers' work engagement. Bakker, Demerouti, and Lieke (2012) examined the direct relation between work engagement and performance by testing the moderating role of conscientiousness. Robertson, Birch and Cooper (2012) examined the relation between psychological well-being, employee engagement and job performance. Balducci, Fraccaroli, and Schaufeli (2010) examined the direct relation between work engagement and work performance. Work engagement was positively related to task performance, innovativeness and

Table 1

S No.	Author & Year	Title	Journal	Sample Size	Participant	Industries	Country	Relation	Instrument	Method	Analysis	Type of Performance
1	Alessandri, G., Borgogni, L., Schaufeli, W. B., Caprara, G. V., & Consiglio, C. (2015).	From positive orientation to job performance: The role of work engagement and self-efficacy beliefs.	Journal of Happiness Studies	388	security agents	private security	Italy	Mediating	UWES-17 (vigor [6], dedication [5], and absorption [6])	Quantitative: questionnaire, and self-reported, supervisor reported performance	multi-level analyses, principal factor	job performance
2	Breevaart, K., Bakker, A. B., Demerouti, E., & van den Heuvel, M. (2015).	Leader-member exchange, work engagement, and job performance.	Journal of Managerial Psychology	847	Dutch police officers	police	Netherlands	Mediating	UWES-9 (general engagement; vigor [3], dedication [3], and absorption [3])	Quantitative: questionnaire, self-reported (SEM)	Structural equation modeling (SEM)	job performance
3	Breevaart, K., Bakker, A. B., Demerouti, E., & Derks, D. (2015).	Who takes the lead? A multi source diary study on leadership, work engagement, and job performance.	Journal of Organizational Behavior	57	business leaders	combination of business and healthcare service	Netherlands	Mediating	UWES-9 (general engagement; vigor [3], dedication [3], and absorption [3])	Quantitative: questionnaire and (SEM)	Structural equation modeling (SEM)	job performance
4	Wang, H. J., Lu, C. Q., &	Job insecurity and job	Journal of	125	sales people	insurance company	China	Mediating	UWES-9 (general	Quantitative:	multiple moderation	job performance

(contd... Table 1)

S No.	Author & Year	Title	Journal	Sample Size	Participant	Industries	Country	Relation	Instrument	Method	Analysis	Type of Performance
	Siu, O. L. (2014)	performance: The moderating role of organizational justice and the mediating role of work engagement.	Applied Psychology						engagement; vigor [3], dedication [3], and absorption [3]	questionnaire, self-reported, supervisor reported performance	structured regression	job performance
5	Lorente, L., Salanova, M., Martínez, I. M., & Vera, M. (2014).	How personal resources predict work engagement and self-rated performance among construction workers: A social cognitive perspective.	International Journal of Psychology	228	construction workers	construction industry	Spain	Mediating	UWES-6 (vigor [2], dedication [2], and absorption [2])	Quantitative: questionnaire, self-reported (SEM)	Structural equation modeling	job performance
6	Karatepe, O. M. (2013).	High-performance work practices and hotel employee performance: The mediation of work engagement.	International Journal of Hospitality Management	110	hotel employees	four-star hotels	Romania	Mediating	UWES-9 (general engagement; vigor [3], dedication [3], and absorption [3])	Quantitative: questionnaire, self-reported, supervisor reported performance	Structural equation modeling and (SEM)	job performance and extra-role performance
7	Vogelgesang, G. R., Leroy, H., & Avolio, B. J. (2013).	The mediating effects of leader integrity on employee performance: A social cognitive perspective.	The Leadership Quarterly	451	military cadets	military academy	United States of America	Direct	May, Gilson, and	Quantitative: 3-month	Structural equation	job performance

(contd... Table 1)

S No.	Author & Year	Title	Journal	Sample Size	Participant	Industries	Country	Relation	Instru- ment	Method	Analysis	Type of Perfor- mance
	B. J. (2013).	with transpar- ency in commu- nication and work engage- ment/perfor- mance.	Leadership & Organization Development Journal	9,930	employ- ees		United Kingdom	Direct	Harter (2004) scale of engagement ( $\alpha$ = 0.75), leader based on reported Kahn's (1990) theoret- ical con- ceptuali- zation	longitu- dinalque- stionnaire, self reported, leader performance	Modeling (SEM)	employ- ee over- all prod- uctivity
8	Robertson, I. T., Jansen Birch, A., & Cooper, C. L. (2012)	Job and work attitudes, engagement and employee performance: Where does psychological well-being fit in?	Leadership & Organization Development Journal	9,930	employ- ees		United Kingdom	Direct	5 items of job attitudes and work attitudes by Robert son et al. (2012)	Quantit- ative: question- naire, self reported	Multiple regress- ion	employ- ee over- all prod- uctivity
9	Karatepe, O. M., & Ngeche, R. N. (2012)	Does job embeddedness mediate the effect of work engagement on job outcomes? A study of hotel employ- ees in Cameroon.	Journal of Hos- pitality Market- ing & Manage- ment	212	hotel em- ployees	Hospit- ality	Cam- eroon	Mediat- ing	UWES-9 (general engage- ment; vigor [3], dedicat- ion [3], and absorpt- ion [3])	Quantit- ative: Self reported question- naire	Confirm- atory Factor Analysis & Hiera- rchical multiple- regression	job/ task perfor- mance

(contd... Table 1)

S No.	Author & Year	Title	Journal	Sample Size	Participant	Industries	Country	Relation	Instrument	Method	Analysis	Type of Performance
10	Bakker, A. B., Demerouti, E., & Lieke, L. (2012).	Work engagement, performance, and active learning: The role of conscientiousness.	Journal of Vocational Behavior.	144			Netherlands	Direct	UWES-9 (general engagement; vigor [3], self-dedication [3], and absorption [3])	Quantitative: questionnaire; self reported	Structural equation modeling (SEM)	task performance & contextual performance
11	Salanova, M., Lorente, L., Chambel, M. J., & Martínez, I. M. (2011).	Linking transformational leadership to nurses' extra-role performance: the mediating role of self efficacy and work engagement.	Journal of Advanced Nursing	280	nurses	Health-care	Portugal	Mediating	UWES-11 (vigor [6] and dedication [5])	Quantitative: questionnaire; self reported, supervisor reported performance	Structural equation modeling (SEM)	extra-role performance
12	Leung, A. S., Wu, L. Z., Chen, Y. Y., & Young, M. N. (2011).	The impact of workplace ostracism in service organizations.	International Journal of Hospitality Management	304	hotel employees	Hospitality	China	Mediating	UWES-9 (general engagement; vigor [3], dedication [3], and absorption [3])	Quantitative: questionnaire; self reported, supervisor reported performance	Hierarchical	service performance

(contd... Table 1)

S No.	Author & Year	Title	Journal	Sample Size	Participant	Industries	Country	Relation	Instru- ment	Method	Analysis	Type of Perfor- mance
13	Kirk-Brown, A., & Van Dijk, P. (2011).	Safe to engage: Chronic illness and organisational citizenship behaviours at work.	International Journal of Disability Management	604 (512 general employees and 92 with chronic illness)			Australia	Direct	UWES-17 (vigor [6], dedication[5], and absorp- tion [6])	Quantitative: questionnaire; self reported	Hierarchical regression	job performance
14	Karatepe, O. M. (2011)	Procedural justice, work engagement, and job outcomes: Evidence from Nigeria.	Journal of Hospitality Marketing & Management	143			Nigeria	Mediating	UWES-9 (general engagement; vigor [3], and absorption [3])	Quantitative: questionnaire; self reported	CFA & Hierarchical multiple regression	job performance and extra-role performance
15	Chughtai, A. A., & Buckley, F. (2011).	Work engagement: antecedents, the mediating role of learning goal orientation and job performance.	Career Development International	168	research scientists from 6 Irish research centers	Scientific- Research	Ireland	Direct & Indirect	UWES-9 (general engagement; vigor [3], and absorption [3])	Quantitative: questionnaire; self reported	Structural equation modeling and (SEM)	job performance and extra-role performance
16	Rich, B. L., Lepine, J. A., & Crawford, E. R. (2010).	Job engagement: Antecedents and effects on job	Academy of Management	245	full-time firefighters	emergency services	United States of America	Mediating	18 items (physical [6], emotional[6],	Quantitative: questionnaire;		job performance and

(contd... Table 1)

S No.	Author & Year	Title	Journal	Sample Size	Participant	Industries	Country	Relation	Instru- ment	Method	Analysis	Type of Perfor- mance
		performance.	journal						and cog- self nitive [6] reported engage- and sup- ment) by ervisor Rich et al. reported (2010)			extra- role perfor- mance
17	Gorgievski, M. J., Bakker, A. B., & Schaufeli, W. B. (2010).	Work engagement and workaholism: Comparing the self-employed and salaried employees.	The Journal of Positive Psy- chology.	2,164 (1,900 employ- ees and 262self- employ- ed)			Nether- lands	Direct	UWES-9 (general engage- ment; vigor [3], dedi cation [3], and absorpt- ion [3])	Quantit- ative questio- naire, self reported	Struct- ural equation modeling (SEM)	job perfor- mance and extra- role perfor- mance
18	Balducci, C., Fraccaroli, F., & Schaufeli, W. B. (2010).	Psychometric properties of the Italian version of the Utrecht Work Engagement Scale (UWES -9).	Euro- pean Journal of Psyc- hologi- cal Assess- ment.	668	white- collar employ- ees Dutch & Italian		Italy & Nether- lands	Direct	UWES-9 (general engage- ment; vigor [3], self dedicat- ion [3], andabs- orption [3])	Quantit- ative questio- naire, self reported	Confir- matory Factor Analysis	job perfor- mance
19	Bakker, A. B., & Bal, M. P. (2010).	Weekly work engagement and perfor- mance: A study among starting	Journal of Occu- pational and Organi- zational	54	Teachers	Educat- ion	Nether- lands	Mediat- ing	UWES-9 (general engage- ment; vigor [3], dedicat- ed)	Quantit- ative weekly questio- naire; self	multi- level analyses	job perfor- mance and extra- role

(contd... Table 1)

S No.	Author & Year	Title	Journal	Sample Size	Participant	Industries	Country	Relation	Instrument	Method	Analysis	Type of Performance
20	Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009).	teachers. Work engagement and financial returns: A diary study on the role of job and personal resources.	Psychology Journal of occupational and organizational psychology.	42	employees of fast food outlet	retail sector	Greece	Mediating	ion [3], absorption [3] reported performance reported performance Quantitative questionnaire -6 (vigomnaire [2], diary study on [2], booklet; and absorption [2])	reported and supervisor reported performance Quantitative questionnaire multi-level analyses	financial performance	
21	Medlin, B., & Green Jr, K. W. (2009).	Enhancing performance through goal setting, engagement, and optimism.	Industrial Management & Data Systems	426	full-time and part time employees		United States of America	indirect	4 items by Buckingham & Coffman (1999)	Quantitative questionnaire, self reported	Structural equation modeling (SEM)	job performance
22	Chughtai, A. A., & Buckley, F. (2009).	Linking trust in the principal to school outcomes: The mediating role of organizational identification and work engagement	International journal of educational management	130	school teachers	Education	Pakistan	Mediating	UWES-17 (vigor [6], dedication [5], and absorption [6])	reported Quantitative questionnaire, self reported	Hierarchical multiple regression	job performance and extra role performance

(contd... Table 1)

S No.	Author & Year	Title	Journal	Sample Size	Participant	Industries	Country	Relation	Instrument	Method	Analysis	Type of Performance
23	Bakker, A. B., & Xanthopoulou, D. (2009).	The crossover of daily work engagement: Test of an actor-partner interdependence model.	Journal of Applied Psychology	124			Netherlands	indirect	UWES-6 (vigor [2], dedication [2], and absorption [2])	Quantitative: questionnaire survey, self reported	multi-level analyses	job performance
24	Bakker, A. B., & Demerouti, E. (2009).	The crossover of work engagement between working couples: A closer look at the role of empathy.	Journal of Managerial Psychology	525 (175 women, 175 their partners, and 175 colleagues of men)	Gender		Netherlands	Direct	UWES-11 (vigor [6] and dedication [5])	Quantitative: questionnaire self reported & co-workers reported	Structural equation modeling and (SEM)	job performance and extra-role performance
25	Xanthopoulou, D., Baker, A. B., Heuven, E., Demerouti, E., & Schaufeli, W. B. (2008).	Working in the sky: a diary study on work engagement among flight attendants.	Journal of occupational health psychology	44	flight attendants	aviation industry	European	Mediating	UWES-9 (general engagement; vigor [3], and dedication [3], and absorption [3]) and UWES-12 (state engagement;	Quantitative: questionnaire; maire vigor [3], and dedication diary survey, self reported	multi-level analyses and extra-role performance	job performance and extra-role performance

(contd... Table 1)

S No.	Author & Year	Title	Journal	Sample Size	Participant	Industries	Country	Relation	Instrument	Method	Analysis	Type of Performance
26	Halbesleben, J. R., & Wheeler, A. R. (2008).	The relative roles of engagement and embeddedness in predicting job performance and intention to leave.	Work & Stress	587			United States of America	Direct	vigor [4], dedication [5], and absorption [3] UWES-17 (vigor, dedication [6], and absorption [6])	Quantitative: weekly questionnaire; self reported and supervisor & co-worker reported performance	confirmatory factor analysis (CFA) and usefulness analysis	job performance

contextual performance, in a study conducted by Gorgievski, Bakker, and Schaufeli (2010). Among working couples, Bakker and Demerouti (2009) found a positive relation between engagement and job performance, but women's work engagement indirectly influences the job performance of men by influencing their work engagement. Halbesleben and Wheeler (2008) found the direct but less significant relation between work engagement and job performance.

### **INDIRECT RELATION**

Chughtai and Buckley (2011) examined the relation between trust in supervisor, trust propensity and work engagement. They found a direct relation between work engagement and role performance, and the indirect relation between work engagement and extra-role performance. The mediating role of learning goal orientation was found between work engagement and task & contextual performance. Medlin and Green (2009) found that goal setting positively relates to work engagement, but workplace optimism mediated the relation between work engagement and job performance. Kirk-Brown and Van Dijk (2011) found the partially mediated role of psychological safety in the relation between work engagement and work performance in case of chronically ill employees. Karatepe & Ngeche (2012) among hotel employees found that job embeddedness mediated the relation between work engagement and job performance.

### **WORK ENGAGEMENT AS A MEDIATOR**

Fifteen studies explained work engagement as a mediator between organization practices, psychological factors, personal resources and job performance. Mediating role of work engagement was found in the relation between positive orientation and job performance (Alessandri *et al.*, 2015); leadership member exchange and job performance among Dutch police officers (Breevaart *et al.*, 2015); transformational-leadership, employee-self leadership and job performance (Breevaart *et al.*, 2015); job insecurity, organization justice and performance of salesmen in insurance company (Wang, Lu and Siu, 2014); personal resources like self-efficacy, mental & emotional competencies and job performance (Lorente *et al.*, 2014); high performance work practices like career promotion, opportunities, teamwork, employment security, staffing & selection, work-family balance, training, empowerment, rewards and in-role & extra-role job performance (Karatepe, 2013); transformation leadership and extra-role performance (Salanova *et al.*, 2011) workplace ostracism (negative relation) and service performance (Leung *et al.*, 2011); procedural justice and extra-role job performance (Karatepe, 2011); value congruence, perceived organization support, core self-evaluations, and task performance & organizational citizenship behavior (Rich, Lepine & Crawford, 2010); job resources like job autonomy, opportunities for development and job performance (Bakker & Bal, 2010); coaching and financial performance

(Xanthopoulou *et al.*, 2009); trust and job performance (Chughtai & Buckley, 2009). However, partial mediation effect of work engagement was reported by Xanthopoulou *et al.* (2008), in the relation between self-efficacy and extra-role performance.

## **FACTORS RELATED TO WORK ENGAGEMENT**

Different antecedents of work engagement are tested in 26 articles of this review such as, trust (Leung *et al.*, 2011); coaching, transformational leadership (Salanova *et al.*, 2011); value congruence, perceived organizational support (Rich *et al.* 2010); job embeddedness (Karatepe & Ngeche, 2012); self-efficacy, procedural justice (Karatepe, 2011); positive orientation (Alessandri *et al.*, 2015); leadership, leader-member exchange (Breevaart *et al.*, 2015); job insecurity and organizational justice (Wang *et al.*, 2015); personal resources (Lorente *et al.* 2014); high-performance work practices (Karatepe, 2013) and leader integrity and transparency in communication (Vogelgesang, Leroy and Avolio, 2013). Partial mediation of work engagement was found in relation with self-efficacy (Xanthopoulou *et al.*, 2008) and full mediation between day-level coaching and daily financial performance of the organization (Xanthopoulou *et al.*, 2009).

## **PERFORMANCE AS OUTCOME**

The studies included either in-role performance or extra-role performance including organizational citizenship behavior, 360-degree performance and accomplishment of goals. Ten studies included both in-role and extra-role performance; one study used financial performance as the productivity parameter (Xanthopoulou *et al.*, 2009). Nine articles used supervisor or co-worker rated performance along with self-reported performance; sixteen studies used self-reported performance for capturing performance data.

## **MEASUREMENT OF WORK ENGAGEMENT**

Twenty two studies used UWES-Utrecht Work Engagement Scale (Schaufeli, Bakker & Salanova, 2006) for measuring work engagement. Out of twenty two, fourteen studies have used UWES- 9 item version, which has three items each in vigor, dedication and absorption. Only four studies (Alessandri *et al.* (2015); Kirk-Brown & Van Dijk (2011); Chughtai & Buckley (2011); Halbesleben & Wheeler (2008)) measured work engagement with the full version of UWES- 17 item scale. Vogelgesang, Leroy & Avolio (2013) used May, Gilson & Harter (2004) scale for measuring physical, cognitive and emotional engagement. Similarly Rich, Lepine & Crawford (2010) developed their own 18-item Job Engagement Scale (JES; Rich, LePine, & Crawford, 2010) scale based on Kahn's definition of employee engagement. Robertson, Birch & Cooper (2012) developed a 5-item scale to measure work engagement but it measured job and work attitudes. Medlin & Green (2009)

measured work engagement by a 4-item scale developed by Buckingham & Coffman (1999).

### **MEASUREMENT OF EMPLOYEE PERFORMANCE**

Robertson *et al.* (2012) measured job performance using a single item and Chughtai and Buckley (2011) measured in-role performance using Podsakoff and MacKenzie's (1989) scale and innovative work behavior by Janssen's (2000) scale. Kirk-Brown & Van Dijk (2011) measured organizational citizenship behavior using OCBO scale by Lee & Allen (2002). Balducci, Fraccaroli, and Schaufeli (2010) used Work Performance Questionnaire (HPQ; Kessler, Barber, Beck, & Berglund, 2003). Alessandri *et al.* (2015) measured personality and managerial performance (task and contextual) using Oh and Berry (2009) scale which assessed 360-degree performance.

Goodman and Svyantek (1999) scale was used for performance measurement by Breevaart *et al.* (2015); Bakker, Demerouti, and Lieke (2012) for supervisors rated performance; Gorgievski, Bakker, and Schaufeli (2010); Bakker and Bal (2010) for participant and supervisor reported performance; Bakker and Demerouti (2009), for performance of working couples rated by their co-workers; Lorente, Salanova, Martínez & Vera (2014) for self-reported performance. Goodman and Svyantek (1999) scale measured the current performance level of employees such as, meeting deadlines, achieving targets, job objectives and growth factors, recent promotions and meeting promotion criteria.

Halbesleben and Wheeler (2008) measured performance of participant, coworkers and supervisor reported in-role performance using the scale developed by Williams and Anderson (1991). Breevaart *et al.* (2015) measured organizational citizenship behavior (OCB), both extra-role behaviours and in-role activities, using scale by Williams and Anderson (1991). Wang, Lu and Siu (2014) measured the self-reported and supervisor-rated performance of salespersons using Behrman & Perreault (1982) scale. Karatepe (2013) captured attitudes and behaviors of employees in service environment using Babin and Boles (1998) scale, and prosocial service behaviour that is, customer service behavior and cooperation with fellow employees, using Bettencourt and Brown (1997) scale.

### **INDUSTRIES/OCCUPATION OF PARTICIPANTS**

Out of 26 studies, seventeen have mentioned details of the industry or sector of the studied organization and participants. Different industries included are aviation industry, services industry, construction & infrastructure, armed forces, education, emergency services, healthcare, hospitality, insurance company, police, private security agency, food retail outlets and research & development.

The participants included in the studies were: - 451 military cadets (Vogelgesang, Leroy & Avolio, 2013), 44 flight attendants (Xanthopoulou *et al.*,

2009), 168 research scientists (Chughtai & Buckley, 2011), 125 salesperson (Wang, Lu and Siu, 2014); 245 firefighters (Rich *et al.*, 2010), 228 construction workers (Lorente *et al.*, 2014), 57 business and healthcare leaders (Breevaart *et al.*, 2015), 847 Dutch police officers (Breevaart *et al.*, 2015), 388 security agents (Alessandri *et al.*, 2015), 280 nurses (Salanova *et al.*, 2011). Three studies included 110, 212 and 304 hotel employees respectively (Karatepe 2013; Karatepe & Ngeche, 2012; Leung *et al.*, 2011) and two included 54 and 130 school teachers respectively as participants (Bakker & Bal, 2010; Chughtai & Buckley, 2009).

### **GEOGRAPHICAL REGIONS/COUNTRIES OF STUDIES**

Studies were conducted in five continents; 61% of the studies were from European countries. The geographical division includes 16 in Europe (7-Netherlands, 1-Greece, 1-Ireland, 2-Italy, 1-Portugal, 1-Romania, 1-Spain, and 1-United Kingdom); 4 in North America (4-USA); 3 in Asia (2-China and 1-Pakistan); 2 in Africa (1-Cameroon and 1-Nigeria); and 1 Australia.

### **ANALYSIS**

Articles included in this review used questionnaire based survey method for testing relations between different factors, work engagement and employee performance. For analysis, six studies used Confirmatory Factor Analysis (CFA), seven studies used Regression (Hierarchical and Multiple Regression), three studies used Multilevel Analysis and thirteen studies used Structural Equation Modelling (SEM).

### **DISCUSSION**

All the studies included in this review used the quantitative method which limits the establishment of causality. In exploring the relation between antecedents, work engagement and employee/job performance, the studies lack other empirical approaches like experimental, longitudinal and qualitative. Qualitative approaches help in understanding the detailed phenomenon of perceived organizational practices and personal factors, and their context-specific relation with work engagement and employee performance. Elaborate meaning could be explored by using quantitative methods (in-depth interviews, discussions, specific situations/incidents identification, participant observation etc.) in relation to factors (trust, job autonomy, goal setting, workplace optimism), work engagement and employee performance. Also, findings of the quantitative studies provided questions for qualitative studies to explore the mechanism by which the perceived organization factors and experience of employees in a particular context drive them for higher engagement and better performance. Another approach of experimental design helps in the better establishment of the cause and effect relation by recording differences due to the presence and absence of exposure (such as organization practices) on employee performance through work engagement. Experimental

group recordings noted before and after the exposure of intervention, along with the difference in observations, help in establishing probabilistic causation. Thus for the better understanding of antecedents of work engagement and their relation with job performance, it is critical for future studies to use experimental, quantitative (longitudinal) and qualitative research designs.

Regarding measurement, one important issue in engagement literature is the overuse of UWES. Criticizing the extensive use of UWES, Rich *et al.* 2010 and Cole *et al.* 2012 argued that there is considerable overlap of items included in this scale and Maslach Burnout Inventory (MBI). Further in studies by Salanova *et al.* (2010) and Bakker *et al.* (2009); have dropped the absorption dimension of UWES, actually making the scale more inefficient. Absorption is the unique dimension of work engagement and is farthest from the burnout scale. Thus, using UWES without absorption dimension leads to significant overlap of burnout and work engagement scales. Also, most of the studies used self-reported job performance measurement or supervisor reported job performance or both, but performance is measured at the individual level. The potential dimensions of performance such as team performance, group effectiveness and customer satisfaction are ignored by most of the studies. Studies have focused on the perceptual rating of performance rather than more quantitative indicators such as performance metrics.

Another limitation of work engagement studies is the limited testing of the relation with antecedents and job performance in restricted occupations and industries. This restricts the understanding of the impact of diverse work settings on the relations of organization factors, work engagement and employee performance. Regarding cultural context, most of the studies have been conducted in the western cultural context, largely in European countries. This limits the extension of work engagement literature, the generalizability of engagement theory and validity of results.

## RECOMMENDATIONS

In view of the limited empirical studies, researchers have a wide scope to explore the drivers of work engagement, and identify organization practices and work characteristics which could enhance performance through higher work engagement. Kahn's (1990) highlighted that several job features and workplace environment facilitate higher performance. These antecedents or factors of work intrinsically motivate employees to invest their personal energy in their jobs. Such antecedents of work engagement could vary in terms of motivational, social and contextual characteristics within the organization. We recommend that future research test the relation of antecedents, work engagement and employee performance in different cultural settings like Asian, African and Latin American. We also suggest the use of business level outcomes such as firm performance, employee profitability and financial productivity as performance parameters. There

is a huge scope for exploring the work engagement- performance relation in different sectors like the retail sector, healthcare, information technology, NGOs, BPOs, KPOs, stock markets, banking and finance firms and public administration services.

## CONCLUSION

In this review, we found that work engagement is related to different antecedents, which comprise of personal, job and organizational factors. We also identified that work engagement is positively related to both in-role and extra-role performance directly, indirectly and as a mediating factor. With different methodology approaches and workplace settings, more antecedents of work engagement could be explored and its impact on outcomes such as employee performance could be further examined. We have also highlighted important issues related to methodology choices in work engagement literature, which could help HR scholars to explore more resources that enable an employee to better engage at work. Thus, future research could explore new antecedents of work engagement for better understanding and practitioners should pay more attention to context specific factors and HR practices related to higher work engagement and performance of employees.

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