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Strategies for Promoting Employee Engagement in the Canadian Banking Sector

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Walden University

College of Management and Technology

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Curt Donahue Henry

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Walden University
2020

Abstract

Strategies for Promoting Employee Engagement in the Canadian Banking Sector

by

Curt Donahue Henry

MBA, Dalhousie University, 2014

Doctoral Study Submitted in Partial Fulfillment of
the Requirements for the Degree of
Doctor of Business Administration

Walden University

July 2020

Abstract

Globally, more than 70% of the labor force do not actively engage in the workplace. Disengaged employees are often absent, increase customer dissatisfaction, and decrease organizational profitability. Bank managers who fail to address employee disengagement risk organization profitability and competitive position. Grounded in Khan's engagement theory, the purpose of this qualitative single case study was to explore strategies bank managers use to promote employee engagement for increased organizational profitability. The participants comprised 5 bank managers from a single bank in Toronto, Canada, who successfully implemented employee engagement strategies to increase organizational profitability. Data were collected from semis-structured interviews, company documents, and journaled notes. Thematic analysis revealed 3 themes: training and development, effective internal communication and feedback, and reward and recognition. A key recommendation is that bank managers develop engagement strategies that promote employee engagement to increase performance and impact financial performance while considering employees' interests. The implications for positive social change include the potential for bank managers who increase profitability to increase charitable contributions to social causes such as cancer support and disaster relief as part of corporate social responsibility. Additionally, engaged employees who take pride in their company are likely to volunteer in company-related social initiatives, which could benefit the community.

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Dedication

I dedicate this doctoral study to my late mother, Myrtle Henry, who not only gave me life but was my first teacher. She instilled in me the value of hard work and always encouraged me to reach for the stars. I dedicate this doctoral study to my wife, Patricia Miller-Henry, for her patience, encouragement, and support during this doctoral journey. I could not do it without you. To my children, Kenrick, Keenan, Crea, and Cobi, I love you very much and I did this program for you. I wanted to demonstrate to you that you can do anything you put your mind to. And, that you are never too old to chase your dreams. Finally, I would like to dedicate this study to all my family and friends for believing in me, and who have always encouraged me to work hard and never give up.

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Section 1: Foundation of the Study

Background of the Problem

Employee disengagement costs U.S. corporations over \$300 billion per year in profitability (Osborne & Hammoud, 2017). Highly-engaged employees exhibit high levels of job performance, self-efficacy, job satisfaction, and retention (Albrecht, Bakker, Gruman, Macey, & Saks, 2015; Ruck, Welch, & Menara, 2017). Firms with highly engaged employees have higher customer satisfaction and productivity (Mehrzi & Singh, 2016). Though the importance of employee engagement is apparent to the business community, only 32% of U.S. employees engage in their workplace (Mann & Harter, 2016).

Employee engagement is an essential management tool to compete in a dynamic and competitive environment (Gupta & Sharma, 2016). However, engaging employees in the workplace can be challenging because of different behavioral facets needed to perform work tasks such as commitment to the organization, job involvement, attachments to the organization, positive attitude toward work, and a psychological presence at work (Gupta & Sharma, 2016). The focus of this study was to explore strategies to engage employees in retail banking to increase profitability.

Problem Statement

Globally, more than 70% of the labor force does not actively engage in the workforce (Rastogi, Pati, & Krishnan, 2018). Employee disengagement could cost U.S. corporations over \$300 billion in profitability per year (Osborne & Hammoud, 2017). The general business problem is that some banks are negatively affected by employee

disengagement which results in a decline in business profitability. The specific business problem is that some bank managers lack strategies to promote employee engagement for increased organizational profitability.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies that some bank managers use to promote employee engagement for increased organizational profitability. The target population consisted of five bank managers from one of the six largest Canadian banks located in the greater Toronto area who have successfully implemented strategies to promote employee engagement for increased organizational profitability. Business profitability through employee engagement has social implications. A profitable business could lead to money for senior centers, homeless shelters, school playgrounds, and nonprofit environmental initiatives, which could benefit the community at large.

Nature of the Study

The research method for the study was qualitative. With a qualitative study, a researcher seeks to gain an in-depth understanding of a social phenomenon through interrogative approaches (Barnham, 2015). The quantitative method is suitable for a study in which a researcher seeks to understand study phenomena by collecting numerical data to test a hypothesis (Park & Park, 2016). With mixed methods research, the researcher uses both qualitative and quantitative methods (Guetterman & Fetters, 2018). The qualitative approach was appropriate for the study because I explored strategies that bank managers use to increase employee engagement through

semistructured interview questions by asking *how* and *why* questions. In this study, I did not collect numerical data or test hypotheses, and therefore, the quantitative method was not suitable. Since the quantitative approach was not viable, the use of mixed methods was not appropriate for this study either.

A qualitative researcher can select a phenomenological, narrative, ethnographic, or case study design (Hoeber & Shaw, 2017). Researchers use the phenomenological approach to explore lived experiences to gain an understanding of the phenomenon from the perspective of participants in a general setting (Harrison, Burrell, Velasquez, & Schreiner, 2017). With a narrative approach, participants share their lived experiences in a storytelling or biography format (Setlhare-Meltor & Wood, 2016). An ethnographic study is suitable for a study in which researchers seek to study a culture to get an insight into the research topic (Patton, Miller, Abrahamyan, & Rac, 2018). With a case study design, researchers explore a studied phenomenon in depth and within a real-life context in a specific setting (Ridder, 2017). Narrative and ethnographic designs were not suitable for this study because I neither collected data in a storytelling format nor explored a culture to understand a research phenomenon. I chose a case study design since I explored the phenomenon in a specific setting by asking interview questions.

Research Question

What strategies do bank managers use to promote employee engagement for increased organizational profitability?

Interview Questions

1. What strategies do you use to engage employees physically, cognitively, and emotionally to increase business profitability?
2. How and why do employees become disengaged at work?
3. How do you implement employee engagement strategies?
4. How do you measure the success of your employee engagement strategies?
5. What strategies do you find employees see as the most meaningful for increasing job performance?
6. What strategy do you deploy to deter engaged employees from becoming disengaged at work?
7. What other information will you share concerning employee engagement and disengagement in the banking industry?

Conceptual Framework

The conceptual framework for this study was Kahn's engagement theory. Kahn (1990) viewed employee personal engagement as the harnessing of self into the work. Kahn conceptualized engagement as employing and expressing oneself physically, cognitively, and emotionally while doing a job. According to Kahn, three psychological conditions must be present for individuals to be fully engaged in the workplace: safety, meaningfulness, and availability. When employees perceive situations in the work environment as safe, they express themselves freely without being afraid of negative consequences (Young & Steelman, 2016). Meaningfulness refers to job enrichment to

empower employees, and availability is about having the resources available to engage in a task at any given moment (Young & Steelman, 2016).

I used Kahn's engagement theory to explore the strategies some bank managers use to promote employee engagement for improved organizational profitability. Formulating strategies that encourage employee engagement could involve establishing a safe work environment that fosters freedom of expression, job enrichment to motivate and empower employees, and available tools and access to resources.

Operational Definitions

Cognitive engagement: Employees' appraisal of organizations, leadership, and working conditions (Thibault-Landry, Egan, Crevier-Braud, Manganelli, & Froest, 2018).

Emotional engagement: The sense of belonging, pride, and bond that employees establish with their organization (Shuck, Adelson, & Reio, 2017).

Employee engagement: Attaching of organizational members to their work role; they are cognitively attentive, emotionally vested, and physically energetic in their work environment (Kahn, 1990).

Personal disengagement: Personal disengagement comes about when an individual simultaneously withdraws connections from other employees including supervisors and the organization (Kahn, 1990).

Personal engagement: The simultaneous employment and expression of a person's preferred self in task behavior that promotes connection to work and others emotionally, cognitively, and physically (Kahn, 1990).

Physical engagement: Behavioral or physical actions a worker takes in their job. Physical engagement also encompasses emotional and cognitive aspects of engagement (Shuck & Reio, 2011).

Assumptions, Limitations, and Delimitations

Assumptions, limitations, and delimitations can affect the integrity of data analysis and are threats to the validity of the research project (Marshall & Rossman, 2015). Limitations and assumptions involve systemic bias outside of the control of the researcher, whereas delimitations are intentionally introduced into the study design (Price & Murnan, 2004). Researchers should recognize and discuss assumptions, limitations, and delimitations to demonstrate their understanding of the scope of the research project.

Assumptions

Assumptions are beliefs, expectations, or considerations which a researcher believes to be true, but may or may not be valid (Nkwake & Morrow, 2016). There were three assumptions in this study. The first assumption was that participants provided honest and unbiased responses to interview questions. Second, the interview questions were relevant to gaining the necessary information to answer the research question. Third, participants were knowledgeable about the study phenomenon.

Limitations

Limitations are potential weaknesses in a study that could affect study outcomes (Connelly, 2013). There were two limitations in this study. The first limitation was that I may have exhibited personal bias during the data collection and interpretation phases.

Second, focusing on a single industry may not fully reflect specific measures of employee engagement for other industries.

Delimitations

Delimitations are the parameters of the study (Josiassen, Assaf, Woo, & Kock, 2016). The focus of this study was exploring strategies to promote employee engagement to increase organizational profitability in the banking sector. The first delimitation of the study sample was from one bank in Toronto, Canada. Second, the study was limited to five bank managers.

Significance of the Study

The purpose of this qualitative single case study was to explore strategies that some bank managers use to promote employee engagement for increased organizational profitability. When employees engage at work, productivity increases, positively affecting organizational performance, including customer satisfaction (Jiang & Men, 2017). According to Mehrzi and Singh (2016), disengaged employees are costly for any organization. These study findings will lead to positive contributions to business practices to enhance employee engagement for increased organizational profitability and have implications for social change. When employees are engaged, they take pride in the organization and are likely to volunteer in company-related social initiatives.

Contribution to Business Practice

Positive employee engagement can lead to competitive advantages. Productivity is a function of employee engagement and self-efficacy, which positively influences customer satisfaction (Lee, Patterson, & Ngo, 2017). Customers' satisfaction drives sales

and business growth (Karatepe & Aga, 2016). The findings of this study include strategies to improve employees' engagement at work and provide superior services to bank customers, which may result in customer loyalty and increased sales.

Implications for Social Change

When the bank is profitable, business leaders may commit to charitable giving by allocating a percentage of business profits to a social cause that makes sense for their business, such as cancer support or improving local communities. Moreover, business profitability results in sales tax revenue for the municipality of Toronto in which the Toronto government can use for social programs such as building seniors centers and affordable houses benefiting the local community.

A Review of the Professional and Academic Literature

With a literature review, researchers critically appraise current knowledge regarding a specific subject area (Winchester & Salji, 2016). Synthesis of academic research provides a comprehensive overview of the knowledge available on the topic (Baker, 2016). I reviewed the literature on employee engagement published in various journals and seminal scholarly books. I used the Walden University Library to access multiple databases. The databases I used to acquire literature included (a) ABI/INFORM Complete, (b) Academic Search Complete, (c) Business Source Complete, (d) Emerald Management, (e) ProQuest, and (f) SAGE Premier. Furthermore, I accessed Open Journals and Google Scholar to obtain literature related to employee engagement. I also reviewed government websites.

The strategy used for searching through existing literature involved the use of keywords. I applied filters to database searches to narrow down the research results. I selected articles published in or after 2015 to ensure the literature was topical and relevant. The keywords I used in my search were *cognitive engagement*, *emotional engagement*, *employee engagement*, *job demand resources theory (JD-RT)*, *job satisfaction*, *leadership*, *Leader-member exchange (LMX)*, *motivation*, *physical engagement*, *social exchange theory (SET)*, and *work engagement*. I used Ulrich's Periodicals Directory to identify peer-reviewed journal articles (see Table 1).

Table 1

Professional and Academic Literature Sources

	No. of sources outside of 5-year range (2015- and earlier)	No. of sources within 5-year range (2015- 2020)	Total No. of sources
Peer-reviewed journal articles	69	181	250
Books	2	0	2
Total sources by year	71	181	252

Literature Review Organization

This literature review section has several subsections. It begins with an introduction, which includes information about strategies for searching literature as well as frequencies and percentages of peer-reviewed articles and publication dates. In the next section, I focus on the application of the literature to the research question as well

as the purpose of the study. The theories I highlighted in this literature review are Kahn's engagement theory, Social exchange theory, Herzberg's motivational theory, Job demands-resources theory, and Leader-member exchange theory. The other subsections comprised of strategies affecting employee engagement, and strategies to promote engagement.

The review includes a critical analysis and synthesis of the engagement theories, analysis of engagement theory in practice, and analysis of contrasting theories on the topic of employee engagement. Contrasting theories include social exchange theory (SET), job-demand resources theory (JD-RT), and leader-member exchange theory (LMX). The second subsection is employee engagement and starts with a brief overview of the development of employee engagement constructs over time. I explored researchers' common concerns relating to the engagement constructs, as well as various definitions, antecedents, and consequences of employee engagement. The third and final subsection was strategies to promote engagement. The subsection starts with an analysis of leadership and leadership styles as it relates to promoting employee engagement. Leadership styles reviewed include transactional leadership and transformational leadership.

Application of the Applied Business Problem

The purpose of this qualitative single case study was to explore the strategies some bank managers use to promote employee engagement for increased organizational profitability. Developing an understanding of such strategies requires a qualitative approach, and more specifically, an exploratory single case study. The findings from this

study might provide insight into promoting employee engagement from the Canadian bank managers' perspectives on the Canadian banking sector, thereby leading to increased profitability and organizational competitiveness. When companies are profitable, business leaders may participate in philanthropy through charitable giving to social causes.

Kahn's Engagement Theory

Employee engagement could impact business profitability. Successful employee engagement strategies help business leaders to connect employees to the organization, improve their performance, and increase job satisfaction (Kahn, 1990). Zeijen, Peeters, and Hakanen (2018) found a direct correlation between employee engagement and productivity. Similarly, the manager's involvement with the employees sets the tone for employee engagement, subsequently leading to organizational profitability (Byrne, Albert, Manning, & Desire, 2017). Therefore, managers should focus on building effective managerial practice strategies to enhance employee engagement.

Employee engagement is the extent to which employees immerse themselves in their work. Employee engagement is an antecedent that increases individual performance and organizational profitability (Slack, Corlett, & Morris, 2015). According to Lu et al. (2016), organizational performance and job satisfaction directly correlate with engagement. Jena, Pradhan, and Panigrahy (2018) found a positive connection between engagement and organizational performance. Employee engagement is imperative to job performance, foster individual self-esteem, and to enrich the lived experience (Lemon & Palenchar, 2018).

Kahn (1990) posited that employee engagement is positively related to the psychological climate of any organization. The psychological climate of an organization pertains to shared perceptions among members of an organization in terms of organizational policies, procedures, and practices (Lee & Ok, 2015). Kahn (1990) identified three psychological states through which employee engagement can occur: meaningfulness, safety, and availability. Meaningfulness is defined as employees recognizing their contribution as meaningful in meeting organizational goals and helping others. Byrne et al. (2017) stated that psychological safety and availability involve subjective expectations and personal convictions. Availability refers to managers' support and reinforcement to get the job done (Kahn, 1990).

Psychological meaningfulness. Psychological meaningfulness could result in an employee's high level of connectivity to the job and organization. An employee elevates their levels of engagement when they feel worthwhile, useful, and valuable (Keating & Heslin, 2015). Lemon and Palenchar (2018) said that employee engagement is about mindset and freedom in the workplace to express oneself. Creating meaningfulness at work leads to employees going beyond roles and responsibilities. Psychological meaningfulness is a precursor to psychological readiness and availability (Chaudhary & Akhouri, 2019). Chaudhary and Panda (2018) defined meaningfulness as a perceived fit between individual values and beliefs with requirements of work roles. Employees who experience meaningfulness find themselves worthwhile, useful, and valuable to the company, and therefore engage in roles leading to business productivity (Chaudhary &

Akhouri, 2019). Therefore, employees' perceptions and experiences involving their work environment are essential to heighten levels of engagement, and managers should use inspirational appeals to arouse employees' enthusiasm and encourage them to commit to work tasks.

Psychological safety. Psychological safety could increase when an employee perceives the work environment as safe and finds work tasks meaningful. Lemon and Palenchar (2018) said that psychological safety has a reliable connection with employee engagement. Engagement is about mindset and building connections in different areas of the workplace. Tiwari and Lenka (2016) defined safety as an employee's ability to work free of anxiety or fear of retribution in terms of career status and self-image.

Psychological safety results from trusting relationships (especially with superiors) and is positively related to the psychological climate of an organization (Keating & Heslin, 2015). Low levels of trust negatively impact psychological safety, which results in a low level of engagement (Byrne et al., 2017). When employees perceive a psychologically safe working environment, they become confident of their competencies and tend to commit and engage in their organizations (Chaudhary & Panda, 2018; Tiwari & Lenka, 2016). Therefore, organizational leaders who foster a psychologically safe environment through trust could help employees develop new competencies, allow them to openly express their opinions, and encourage them to experiment with different solutions.

Psychological availability. Psychological availability relates to employees' physical, emotional, and cognitive connections with their work. According to Byrne et al.

(2017), individuals' beliefs and expectations influence their levels of work-related behaviors. Emotionally-engaged employees who experience psychological availability commit to their work when they believe in the organization's vision and purpose (Byrne et al., 2017). Psychological availability involves subjective expectations and personal convictions (Byrne et al., 2017). Keating and Heslin (2015) said self-efficacy influences employees' psychological states when they are made aware of role expectations and have tools available to perform the job. Job demands influence the psychological states of engagement, which in turn enhance employees' work-related behavior. Work-related behavior fluctuates day-to-day and usually peaks when job demands are high because employees are looking for a role that includes opportunities for challenge, growth, and engagement (Breevaart & Bakker, 2018; Kahn, 1990). Therefore, managers should design jobs that meet organizational objectives as well as stimulate employees cognitively, emotionally, and physically

Khan's Engagement Theory in Practice

Employee engagement is a primary tool to enhance a firm's competitive advantage and financial profitability (Albrecht et al., 2018). Bailey, Madden, Alfes, and Fletcher (2017) found a positive correlation between employee engagement and employees' morale, empowerment, job performance, and overall organizational performance. Anand (2017) said employee engagement leads to enhanced customer experience, which is essential in achieving financial success.

Lemon and Palenchar (2018) found that employees engaged in public relations relied on the concept of Kahn's engagement theory. However, the concept of employee

engagement is expanding rapidly, and two significant gaps plagued the growth of Khan's engagement theory. There are numerous definitions of employee engagement, and there is a lack of consensus about what constitutes engagement. Several instruments exist to measure employee engagement. Bailey et al. (2017) suggested researchers need to conduct a context-specific conceptual exploration of the construct of employee engagement relating to other existing organizational constructs in the literature.

Despite the gap, evidence supports engagement leads to high levels of job performance (Bailey et al., 2017). Highly engaged employees exhibit high levels of job performance, self-efficacy, and job satisfaction (Albrecht et al., 2015; Ruck et al., 2017). Moreover, firms with highly-engaged employees have higher employee retention, efficiency, productivity, development, and customer satisfaction (Mehrzi & Singh, 2016). The way employees engage in work tasks determines their overall performance, reduces absenteeism, and influences turnover intentions (Mackay, Allen, & Landis, 2017). As such, managers should seek opportunities to develop and enhance skills so that employees are comfortable in their roles and engage positively for optimum performance.

However, globally, no universal and generally acceptable strategy exists to increase engagement and motivation toward increased performance. Gupta and Sharma (2016) found that engagement is organization-specific. Gupta and Sharma explained employee engagement involves the integration of different behavioral facets, such as commitment, involvement, attachments, positive attitude, and psychological presence.

Some factors contribute to employee engagement more than others. According to Kaliannan and Adjoyu (2015), engagement factors employees perceive as effective

include HRM practices as the primary factor, followed by job satisfaction, work environment, relationship with managers, and organizational culture. Though telecommunication company leaders In Ghana were successful in implementing the engagement factors, Kaliannan and Adjoyu said engagement strategies deployed by the organization achieved high levels of success

Rewards and incentives could result in employee engagement. Ghosh, Rai, Chauban, Baranwal, and Srivastava (2016) Iqbal, Shabbir, Zameer, Khan, and Sandhu (2017) found job characteristics, rewards, and recognition was significant antecedent factors for employee engagement. Cote (2019) said effective rewards and incentives are significant and suggested that employers provide appropriate rewards and incentives to motivate employees so they remained engaged in their work. Given the numerous engagement triggers, leaders should pay attention to rewards and incentives to improve employee engagement.

Internal communication could increase employee engagement. Scholars have linked internal communication to employee engagement, suggesting that productive communication is the catalyst for employee engagement (Lemon & Palenchar, 2018). Business leaders can use internal communication to facilitate interactions in the workplace, which leads to meaningful relationships with peers and supervisors (Lemon & Palenchar, 2018). Ruck et al. (2017) collected data from 2066 respondents from the

United Kingdom-based organizations to explore the relationship between employees' voice and managers' receptiveness with organizational employee engagement. Ruck et al. found that employees' organizational engagement was effective

when managers were receptive of employees' voices relating to opinions, concerns, and ideas. Rana (2015) postulated that for employees to be highly engaged, organizational leaders need to empower employees, establishing an internal communication channel where an employee can voice their ideas, and encourage them to participate in meaningful decision-making. When employees perceive the work environment is not safe to express opinions, they reserve their voice for fear of repercussions, and they become withdrawn and disengaged (Ruck et al., 2017). Therefore, managers should devise strategies to encourage employee voice for improved engagement.

A company's reputation could increase employee engagement. Shirin and Kleyn (2017) conducted a study to investigate the extent to which perceptions of corporate reputations influence employee engagement. The authors collected data from 509 employees of one of the four largest banks in South Africa and found corporate reputation is a prominent driver of employee engagement. Shirin and Kleyn revealed that employees formulate their perceptions of the organization based on personal experience and knowledge. Human resources managers and general managers entrusted with ensuring a high level of employee engagement should ensure employees are aware of the firm's excellent reputation and take action to mitigate the negative impact of employees' perception of corporate reputation if there are any on their engagement (Shirin & Kleyn, 2017). Therefore, managers need to play a pivotal role in shaping employee perceptions.

Employees' talents could lead to high employee engagement. Talent is a scarce resource and therefore, acquiring and retaining highly skilled individuals could result in a competitive advantage for any organization (Srivastava & Bhatnagar, 2008).

Consequentially, employee engagement is an essential management tool to compete in today's dynamic and competitive environment (Gupta & Sharma, 2016). Srivastava and Bhatnagar (2008) conducted a case study to assess strategies used by Motorola India MDB to acquire and retain talented individuals and grow in a foreign market. According to Srivastava and Bhatnagar, when organizational leaders create an environment where employees feel valued, they exhibit positive engagement towards the organization.

When an employee disengages, productivity could decrease. Managers are the driver of employee engagement (Stoyanova & Iliev, 2017). Thus, managers lacking motivation techniques could lead to employees' disengagement and underperformance (Aslam, Muqadas, Imran, & Rahman, 2018). Aslam et al. (2018), analyzed data collected from 303 employees to understand the cause of disengagement in the public sector organizations and found managers' preferential treatment could increase work disengagement. The manager must be cognizant of their personal feeling and the impact they have on employee engagement and organization profitability. Stoyanova and Iliev (2017) evaluated employee engagement methodologies used by prominent engagement research companies such as Gallop, Deloitte, and Aon Hewitt to examine the factors influencing employee engagement and performance in Bulgaria. Stoyanova and Iliev focused on the role management played in increasing and retaining highly skilled employees. The authors found that managers' influence is essential in increasing employee engagement, and satisfaction with the workplace directly correlates with higher levels of employee engagement. Stoyanova and Iliev noted that engagement is a tool managers can use to increase productivity.

Supporting Theories

Social exchange theory. Researchers used social exchange theory as a theoretical basis to study employee engagement in business organizations. According to Emerson (1976), the social exchange theory (SET) emerged in sociology and social psychology. However, Blau (1964) credited with advancing social exchange theory, defined social exchange as a two-sided, mutually contingent, and mutually rewarding process involving transactions or simple exchanges. The SET is about reciprocity. Reciprocity constitutes a dyadic relation between two persons in an organizational context: supervisors and employees (Gilliam & Rayburn, 2016). When two persons trust each other, they will experience a sense of obligation to reciprocate, and through this commitment, both parties exhibit trustworthiness (Blau, 1964). One of the basic tenets of SET is building relationships based on trust, loyalty, and mutual commitments provided the parties abide by a specific set of rules of exchange (Cropanzano & Mitchell, 2005). SET is an essential management issue for organizational leaders because it emerges from daily interpersonal interactions affecting organizational performances and productivity (Hsieh & Wang, 2015). As such, the SET is a popular conceptual framework for examining and employee engagement (Basit & Arshad, 2016).

Researchers use the SET, which is similar to Kahn's 1990 psychological-based theory, to examine the concept that engagement in the workplace is a function of trust, and trust must be in place for interpersonal interactions. The SET is suitable to examine the trust-engagement relationship between supervisors and employees (Basit & Arshad, 2016). Gaining employee's trust is an essential construct of SET (Hsieh & Wang, 2015).

Moreover, social exchange results in a feeling of obligation on the part of the employees to reciprocate their supervisor's trust for mutual benefits (Mostafa & Bottomley, 2020). In a survey involving 161 employees in a large public university in Malaysia, Basit and Arshad examined the effect of the relationship between supervisory trust and employee engagement. Drawing on the tenet of SET, Basit and Arshad found a significant positive relationship between employee engagement and the trusted supervisor-employee relationship. Similarly, Teoh, Coyne, Devonish, Leather, and Zarola (2016) examined supportive and unsupportive supervisor behavior to predict employee engagement under the umbrella of SET and found supervisory support had no direct effect on worker engagement. The author's conclusions do not fully support the notion that perceived trust in supervisors is a meaningful predictor of employee engagement.

Researchers use SET to examine the interactions and reciprocal behaviors of supervisors and coworkers (Haren, Boakye, & Ryan, 2016; Yin, 2018). According to Breevaart, Bakker, Demerouti, and van del Heuvel (2015), employee engagement in the workplace depends on the interaction between supervisor and coworker. The quality of the relationship determines the extent to which the supervisor reciprocate meeting the demands of the workers with additional resources like autonomy, information, and decision-making process (Breevaart et al., 2015). When an employee experiences positive interaction with the supervisor, they exhibit loyalty and commitment to the organization. According to the SET, the transactional and relational framework enhances employee engagement and influences job performance (Eldor & Vigoda-Gadot, 2017). As a further matter, Allam (2017) suggested that workers who are in a positive reciprocal

relationship with their supervisor build trust, enabling employees to be more productive and contribute to organizational success. According to the tenets of the social exchange theory, trust leads to both organizational commitment and organizational citizenship behaviors (Hsieh & Wang, 2015). Employees will perform well, leading to better job performance when employees experience trust in a supervisor (Yin, 2018)

Despite the broad practicability of SET, there is some criticism of the theory. Though SET supports the exchanges based on mutually beneficial relationships, the theory is not suitable to understand the degree of the reciprocal exchanges amongst individuals within the same organizational context (Yin, 2018). Understanding the relational aspect of social exchanges is essential to devise strategies to enhance employee engagement for organizational profitability.

Herzberg's motivation theory. Herzberg's two-factor model is suitable for examining employee engagement. The two-factor model originated from Herzberg in 1959 (Herzberg, Mausner, & Snyderman, 1959). The two factors of Herzberg's model are (a) hygiene or extrinsic factor and (b) motivator or intrinsic factors (Bassett-Jones & Lloyd, 2005). The hygiene factors relate to an individual's need to avoid unpleasantness and are considered less impactful to job satisfaction than a motivation factor. The motivational factors lead to job satisfaction because an individual seeks self-growth and self-actualization (Alshmemri, Shahwan-Akl, & Maude, 2017). Herzberg recognized motivation as a function of growth and contended self-development is essential in attaining an organization's long-term business objectives. Sources of satisfaction include a sense of achievement, recognition, the work itself, empowerment, and the prospect of

advancement (Bassett-Jones & Lloyd, 2005). Both hygiene factors and motivator factors are essential to promote employee engagement, which can lead to increases in productivity and organizational profits (Alshmemri et al., 2017).

Herzberg's motivational theory share similarities with Kahn's (1990) engagement theory and both include assumptions that motivation impact works engagement. As such, managers can use Herzberg's motivational factors to increase employee engagement. As noted by Alshmemri et al., (2017), motivators (intrinsic factors) include achievement, advancement, the work itself, responsibility, and recognition. Hygiene or extrinsic factors includes company policies, administration, relationship with supervisors, interpersonal relations, working conditions, and salaries. Motivators can influence employees and motivate them to work hard and increase employee performance. Extrinsic motivation factors could result in job satisfaction, whereas intrinsic motivational factors improve employees' work-related behavior and well-being (Van den Broeck, Ferris, & Chang, 2016). A lack of recognition or accomplishment (satisfying events) could bring discontentment and are unlikely to stimulate employees (Osabiya, 2015). The extrinsic factors, when implemented, elevate the employees' effectiveness and motivational level in the organization leading to a positive relationship with supervisors. (Ajmal, Bashir, Abrar, Khan, & Saqib, 2015). When employees experience a positive relationship with managers, they engage in their work and view their managers as motivational leaders (Darvishmotevali, Arasli, & Kilic, 2017).

Contrasting Theories

Job demands-resources theory. Job demands-resources (JD-R) model is a heuristic model that specifies how two specific sets of working conditions achieve employee engagement and organizational commitment (Bakker, Hakanen, Demerouti, & Xanthopoulou, 2007). The job demands factor is about the physical, social, or organizational aspect of the job that requires physical or mental efforts and is associated with certain psychological conditions such as exhaustion. The job resources factor pertains to certain aspects of the job that are integral to achieving work goals, stimulate personal growth and development, and reduce job demands and the associated psychological cost (Rich, Lepine, & Crawford, 2010). Together the two categories of job demand and job resources are differentially related to specific outcomes (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). According to Rich et al., the JD-R model may apply to various business settings, regardless of the demands and resources.

Researchers use the JD-R model as a framework to explain how working conditions influence employee engagement and burnout. Employee burnout could affect employee engagement, job satisfaction, and organizational commitment. Bakker and Demerouti (2017) noted that work overload and increased emotional and physical job demands could lead to burnout. For example, job resources such as social support, performance feedback, and autonomy can trigger a motivational process leading to work engagement and organizational commitment. When employees' perception of the job aligns with the actual job demands and job resources, employees are likely to experience less stress and more engagement (Lee, Shin, & Baek, 2017). Researchers show that JD-R,

such as job autonomy, performance feedback, and work engagement, can have a profound impact on employee well-being theory (Lee, Shin, & Baek, 2017; Rai, 2018). Due to its utility, researchers use the JD-R theory to predict and understand employee well-being (burnout, health, motivation, work engagement) and job performance (Bakker & Demerouti, 2017).

JD-R is suitable to understand job burnout, job satisfaction, and to predict employee engagement. Researchers used the JD-R framework for understanding the impact of job demands and job resources on the well-being of employees (Gauche, de Beer, & Brink, 2017). Understanding the extent of job demands is essential to reduce stress and elevate engagement (Rai, 2018). Business leaders use JD-R to engender engagement through appropriate job characteristics such as job demand and job resources (Farndale & Murrer, 2015). However, a different aspect of job demands and job resources sometimes contradicts each other creating problems for employees (Van Woerkom, Bakker, & Nishii, 2016). Leaders need effective strategies to balance job demands with available resources to maximize employee well-being and to eliminate stress.

Leader-member exchange theory. Researchers use the leader-member exchange theory (LMX) to examine and explain engagement in the workplace. Dansereau et al. (1975) observed that many managerial processes in organizations occurred on a dyad basis whereby the subordinate was the dyad member and the direct supervisor was the dyad leader. While examining the relationship between the dyad leader and the dyad member Dansereau et al., found that time constraints and limited resources forced leaders to invest in only a limited number of followers, creating differentiated dyads between

leaders and followers. Furthermore, through the discovery of leader behavior, leader-member dyads became a unit for analysis, to examine engagement in the workplace (Graen & Uhl-Bein, 1995).

The dyadic relationship of the leaders and members of the organization is the central tenant of the LMX framework (Martin, Guillaume, Thomas, Lee, & Epitropaki, 2016). Researchers noted that the dyadic relationship between leaders and members facilitates work engagement, promotes productivity, and job performance (Jayeeta & Haque, 2017). In their 2015 study, Breevaart et al. used multilevel structural equation modeling to test the hypothesized relationship between LMX and job performance. Breevaart et al. found that work engagement and job performance were positively related to the employee in a high-quality LMX relationship. Similarly, Martin et al. (2016) performed a meta-analysis of 146 samples to examine the relationship between LMX relationship quality and work performance. Martin et al. found a positive relationship between LMX and work performance. Citing previous studies, both Breevaart et al. and Martin et al. agreed that LMX positively enhances work engagement and job performance.

LMX is an essential framework for studying organizational leadership and its effects on employee engagement (Cropanzano, Dasborough, & Weiss, 2017). Researchers used the LMX model to examine the effects of the supervisor's influence on employee behavioral outcomes as well as engagement (Li, Zhu, & Park, 2018). For example, Dulebohn, Wu, and Liao (2017) conducted a meta-analysis of 110 studies using LMX theory and found a direct correlation between the manager-employee relationship.

The researchers used the LMX theory to characterize the leadership-engagement relationship; theorizing leaders influence employee engagement and performance towards successful organizational outcomes (Carasco-Saul, Kim, & Kim, 2015). The implication of the findings, therefore, is that the quality of the interpersonal relationship is effective at achieving work engagement and enhance work performance.

LMX theory is suitable to view the quality of the relationship between leaders and followers as opposed to the characteristic of the leader (De Oliveira & Da Siva, 2015). A favorable exchange may require a bi-directional transaction which is consistent with the definitions of engagement as a two-way relationship between the employer and the employee. Berg, Grimstad, Skerlavaj, and Cerne, (2017) asserted LMX relations are one of several contextual factors that could influence employees' willingness to engage. Drawing on LMX theory, Berg et al. used hypotheses testing on data collected from 147 employees of five organizations in Norway and found that a leader's influence on employee engagement is a relational process, contingent upon the employee characteristic and the nature of leader-member exchanges. LMX scholars argued that the dyadic relationship quality significantly affects organizational outcomes such as in-role performance, and enhanced employee engagement (Anand, Vidyarthi, & Rolnicki, 2018). Business leaders must be mindful of their influence on employee engagement and organizational outcomes.

Employee Engagement

The concept of employee engagement is central to understanding the strategies that some bank managers used to promote employee engagement. Kahn (1990) defined

engagement as the attachment of oneself to one's role performance. Whereas, Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) defined work engagement as a positive, fulfilling the work-related state of mind that is characterized by vigor, dedication, and absorption. However, a lack of consensus exists about what constitutes engagement (Saks & Gruman, 2014). To date, some scholars remain divided on the definition and measurement of employee engagement (Gupta & Shukla, 2017). Gupta and Shukla conducted an ANOVA test using 317 knowledge workers from different companies in India and found personal engagement, work engagement, and job engagement are distinctly different constructs, and each construct has incremental validity over the other in explaining variance in task performances. Gupta and Shulka suggested that managers should not use the constructs interchangeably. According to Kahn (1990), employee engagement is about engaging employees cognitively, emotionally, and physically at work.

Cognitive engagement. Cognitive engagement is a complete immersion into a work role. Schaufeli et al., (2002) conceptualized work engagement as a cognitive state defined as a positive, fulfilling, and work-related state of mind that includes: vigor (a high level of energy, activity, and mental capability when at work), dedication (fully committed to work task), and absorption (being fully immersed in one's work). Employees' work cognition involves the development of thought patterns, feelings, and ideas about past and present work experience (Joo, Zigarmi, Nimon, & Shuck, 2017). Moreover, work engagement is a motivational and psychological state derived from the

cognitive evaluation of the job and organization, leading to higher levels of commitment by the employee (Yalabik, Rayton, & Rapti, 2017).

Employees may cognitively engage when they perceive the work and organizational resources as fulfilling and satisfying. The cognitive dimension of employee engagement relates to employees' appraisal of the organization, leadership, and working condition (Thibault-Landry et al., 2018). During the cognitive engagement stage, employees develop the context and perspective of their work environment

(Mariappanadar, 2018). Cognitive engagement stage development is the early stage of psychological engagement, wherein an employee becomes mentally aware of their work role and job environment (Alagaraja & Shuck, 2015). An employee who experiences deep cognitive engagement becomes emotionally engaged and may have difficulty detaching from work at the end of the workday.

Emotional engagement. Emotional engagement is the mental connection an employee establishes with their work, business leaders, and clients of the organization (Alagaraja & Shuck, 2015). Prior research indicated that an employee's emotional engagement mediates a causal relationship between supervisor support and organizational outcome (Reina, Rogers, Peterson, Byron, & Hom, 2018). For example, in a survey of 162 employees from a marketing division of a large financial services institution located in the North-Eastern United States using multilevel path modeling, Reina et al. (2018) tested the relationship between supervisor inspirational appeals and emotional engagement. Reina et al. found that managers use inspirational appeals to arouse employees' enthusiasm, encouraging employees to commit to a collective goal. As such,

emotionally engaged employees exhibit the intensity and willingness to invest emotionality towards positive organizational outcomes (Shuck et al., 2017). Moreover, emotionally engaged employees are willing to put extra effort into superior performance when they see their job as meaningful and essential (Lauring & Selmer, 2015).

Emotional engagement can lead to overwork and burnout. Lebron, Tabak, Shkoler, and Rabenu (2018) noted that emotional engagement positively influenced job satisfaction, while emotional exhaustion has adverse outcomes. Lebron et al. (2018) surveyed 406 employees and managers from the United States and Israel and used structural equation modeling to examine their hypothesis that work engagement is negatively associated with emotional exhaustion. Lebron et al. found that emotional exhaustion can lead to reduced productivity, job satisfaction, and organizational commitment. When employees are free to express themselves and free from the distraction of excessive demands or insecurity, they experience job satisfaction and are emotionally engaged at work (Reina et al., 2018). Conversely, increased job demands, and low supervisor support can lead to emotional exhaustion and less connection to others and the organization (Lam, Xu, & Loi, 2018). As such, managers' behavior is essential to minimize emotional exhaustion and to increase work engagement among employees.

Physical engagement. Physical engagement is the effort an employee exerts when performing a task. In Kahn's engagement model, physical engagement was the result of positive cognitive and emotional attachment to a work role. Tiwari and Lenka (2016), described physical engagement as a behavioral manifestation of a cognitive and

emotional interpretation of a work-related environment. In a similar vein, Shuck and Reio (2011) suggested that employees' cognitive and emotional state influences their decisions regarding the intensity and direction of physical energy towards a work-related task. For example, workers could express physical engagement anywhere. Some managers relate work engagement with an employee's physical presence in the workplace. However, employee engagement encompasses physical, emotional, and cognitive attitudes towards their work (Tiwari & Lenka, 2016). Thus, employees' decision to physically engage at work is a result of employees' perception of the workplace.

Benefits of Employee Engagement

Organizational performance. Organizational performance constitutes job performance and extreme performance. Countless researchers linked engagement to organizational performance (Kahn, 1990; Lu et al., 2016). Engagement results in employees consistently outperforming and excelling in their roles, which translates into improved organizational performance (Borah & Barua, 2018). Highly engaged employees exhibit high levels of job performance, self-efficacy, and job satisfaction (Albrecht, et al., 2015; Ruck et al., 2017). Many organizational leaders believe organizational performance is the outcome of employee engagement leading to higher employee retention, increasing customer satisfaction, improving financial results, and enhancing competitive advantage (Jiang & Men, 2017). When employees engage, they not only perform their roles but also assist co-workers in their tasks and acclimate new employees to their roles (Pradhan, Lalatendu, & Bhattacharyya, 2018).

Job performance. Employee engagement has definite ties to job performance. Highly engaged employees exhibit high levels of job performance, self-efficacy, and job satisfaction (Albrecht et al., 2015). Moreover, firms with highly engaged employees have higher employee retention, efficiency, productivity, development, and customer satisfaction (Mehrzi & Singh, 2016). Engaged employees provide discretionary efforts to meet organizational goals by committing to customer satisfaction and product development (Gupta & Sharma, 2016). The way employees engage in the work task determines the outcome of their overall performance, reduces absenteeism, and influences turnover intentions. (Mackay et al., 2017).

Financial performance. Researchers recognized employee engagement as a crucial construct that improves organizational bottom-line profit (Schneider, Yost, Kropp, Kind, & Lam, 2017) A higher level of engagement leads to greater productivity, higher sales figures, increased customer loyalty, and enhanced organizational profitability (Gupta & Sharma, 2016). Albrecht et al. (2018) contended that employee engagement is a primary tool to enhance competitive advantage and financial profitability. Albrecht et al. used a Confirmatory Factor Analysis to investigate how employee engagement needs to be integrated with Human Resources Management to yield sustainable competitive advantage. Albrecht et al. found that engagement was positively associated with an organization's competitive advantage. Anitha (2014) collected data from middle and lower-level management personnel and analyzed 383 valid responses. Anita discovered a work environment and relationship with the team are significant determinants of employee engagement leading to financial performance. Bailey et al. (2017) examined

the evidence from 214 previous studies and supported the claim that employee engagement could enhance financial performance. The authors examined the antecedents of engagement and found a positive correlation between employee engagement and employees' morale, empowerment, job performance, and overall financial performance. Anand's (2017) study of financial institution employees resulted in discovering a positive connection between employee engagement and financial success. Anand postulated employee engagement leads to enhanced customer experience, which is essential in achieving financial success. An engaged employee helps to increase organizational profitability by contributing to the bottom line through much-focused task performance.

Factors Affecting Engagement

Stress and burnout. Burnout adversely affects employee engagement. According to Auh, Mengue, Spyropoulou, and Wang (2016), burnout in the workplace is a state of mental and physical exhaustion characterized by emotional exhaustion and depersonalization resulting from a supervisor's behavior or treatment. Auh et al. further asserted that increased job demand could lead to stress and disengagement because employees have finite resources to cope with increased demands. Similarly, Anthony, Ellinger, Stakhove, and Halbesleben (2017) described burnout as a prolonged state of workplace stress that negatively affect employee engagement and organizational outcome such as poor performance. Therefore, supervisors should monitor burnout among the employees to determine what tools are necessary to maintain an engaged staff. Auh et al. contended carefully managing employees and encouraging feedback could reduce employee stress and burnout. Moreover, managers must be self-aware, implementing

strategies to mitigate the stressful situations that may affect leadership behavior (Harms, Crede, Tynan, Leon, & Jeung, 2017). Although monitoring can be an effective strategy to identify and mitigate stress and burnout, Auh et al. warned that close monitoring or micro-management could jeopardize the superior-subordinate relationship.

Supervisor behaviors. Abusive supervisor behavior can result in stress and burnout. Harms et al. (2017) posited supervisors play a crucial role in reducing stress and burnout by providing social and material resources to employees to deal with potential burnout. Moreover, managers need to be mindful of behaviors and activities that could result in personal stress. According to Harms et al., managers under continuous stress are likely to exhaust their psychological resources negatively impacting their ability to engage in positive leadership behavior. Likewise, Barnes, Lucianetti, Bhave, and Christian (2015) asserted that engaging in cognitively demanding tasks can result in abusive supervisor behavior. Abusive leadership behavior could cause stress and burnout in staff, which could negatively affect organizational profitability.

Abusive supervisors' behavior is an antecedent of job stress, which could result in burnout in followers. As noted by Talukder, Vickers, and Khan (2018), the behavior of the supervisors directly impact the employees' ability to maintain a work-life balance. In the same vein, Zhang and Liao (2015) posited that abusive supervisors exert a detrimental effect on followers' attitudes, well-being, workplace behavior, and performance. As cited, the supervisor's behaviors play an essential role in the outcome of employees. Therefore, organizational leaders should be resilient and invest in psychological and

social resources aimed at developing leaders capable of operating under stress (Vanhove, Herian, Perez, Harms, & Lester, 2016).

Employees may disengage when managers show favoritism at work. Managers showing favoritism could lead to employees' disengagement and underperformance (Aslam, Muqadas, Imran, Muhammed, & Rahman, 2018). Aslam et al. (2018) collected data from 303 employees to understand the cause of disengagement in public sector organizations and found managers' preferential treatment could increase work disengagement. Stoyanova and Iliev (2017) evaluated employee engagement methodologies used by prominent engagement research companies such as Gallop, Deloitte, and Aon Hewitt to examine the factors influencing employee engagement and performance in Bulgaria. Stoyanova and Iliev found that managers' behavior is vital in increasingly higher levels of employee engagement. Managers need to be cognizant of their personal feeling and the impact they have on employee engagement and organization profitability.

Job demand-resources. Managers should find a balance between engaging employees and preventing burnout among high-value employees. Breevaart and Bakker (2018) stated that high job demand and low job resources are two crucial factors, which contribute to engagement and burnout. Breevaart and Bakker theorized job resources enable employee engagement while job demands challenge employees, but high job demands could result in job strain and health complaints. Kilroy, Flood, Bosak, and Chenevert (2016) argued that emotional exhaustion, depersonalization, and reduced personal accomplishment are symptoms of burnout caused by emotionally demanding

jobs. Emotional exhaustion results when an individual depletes job resources (Kilroy et al., 2016). High job demand and low job resources could result in depersonalization, which is a feeling of detachment from the role affecting job performance.

Managers could help employees to cope up with job demands by providing adequate job resources. Management style can help employees cope with the daily pressure of job demands, mitigating the feeling of burnout. Work overload could adversely affect the employee's harmony and discipline in the workplace (Jha, Balaji, Yavas, & Babakus, 2017). Some jobs demands sustained cognitive, emotional, physical, and psychological efforts, which may lead to emotional exhaustion (Van Den Tooren & Rutte, 2016). Anitha and James (2016) contended emotionally exhausting job demands could cause lost revenues to the organization irrespective of the industry. Kilroy et al. (2016) argued that excessive job demands contribute to an employee's emotional exhaustion, making employees susceptible to the risk of developing health problems. To increase the firm's bottom line, managers need to provide the resources to engage staff and customers. When a manager makes organizational resources available to enhance employee's self-efficacy and engagement, productivity, and customer satisfaction increases (Lee, Patterson, & Ngo, 2017). Therefore, managers should be cognizant of the ramifications of increased job demands and invest in resources to mitigate employee burnout and to maximize the quality of service and profitability.

Relationship between employees and leaders. Many factors can cause burnout; one of these is the relationship between the managers and the employees. According to Lam et al. (2018), the manager's relationship with their staff plays a vital role in coping

with emotionally demanding jobs. An employee's relationship with a supervisor depends on the degree of connectedness with the supervisor (Hsieh & Wang, 2015). The relationship between employees and a supervisor is crucial to workplace harmony and productivity, and a supervisor must devise a strategy to improve their relationships with employees. Heyns and Rothmann (2018) stated that supervisors need to leverage trust by supporting the autonomy of employees. According to Hsieh and Wang, trust influences the quality of the supervisor-employee relationship. Hsieh and Wang showed that employees and supervisors who have a trusting relationship, increase the employees' engagement. Relational identification, which is relating one's identification with his or her supervisor, may translate into more engagement and higher performance at a workplace (Freidman, Carmeli, & Dutton, 2018).

Managerial support. Supervisors contribute to the firm's profitability through employee engagement. Supervisors play an essential role in increasing banks' profitability as the supervisors' strategic decision-making has financial consequences for companies (Talukder et al., 2018). Supervisors engage employees through an allocation of work activities, empowerment, effective communication and feedback, and performance management (Glasco, Skogstad, Notelaers, & Einarsen, 2018). Park, Kang, and Kim (2018) argued that supervisors' support plays a crucial role in enhancing employee commitment and work engagement. Park et al. added that employees perceive supervisors' support as an expression of organizational support. Organizational effectiveness is difficult to achieve if managers ignore employees' attitude towards work (i.e., engagement) and the organization (i.e., commitment) (Cesario & Chambel, 2017). A

supportive supervisor demonstrates legitimate concern for the employees' well-being, assists with work-related issues, and helps with skill development and career guidance (Rathi & Lee, 2017).

Trust in managers has a positive influence on employees. If the employees perceive the supervisor's motive is legitimate, employees are willing to tolerate certain levels of managerial control (Kanat-Maymon, Mor, Gottlieb, & Shosani, 2017).

According to Sidani and Rowe (2018), legitimacy is the follower's perception that a leader's actions are desirable and adequate. Trustworthiness, interpersonal respect, and neutrality are essential characteristics of legitimacy because it conveys the extent to which employees value the supervisor (Kanat-Maymon et al., 2017). When employees perceive a supervisor as trustworthy, caring, genuine, and supportive, employees' task performance, job satisfaction, motivation, and the quality of the relationship between the supervisor and employees improves (Nienaber, Romeike, Searle, & Schewe, 2015). Moreover, when a supervisor treats employees with respect, employees feel empowered and motivated to express themselves and engages in more help-seeking behaviors, subsequently leading to enhanced job performance (Lee, Idris, & Tuckey, 2019).

Organizational commitment. Satisfied employees in the workplace increase levels of work commitment, including taking on extra responsibilities. An employee's behaviors to take additional duties are paramount for organizational productivity and efficiency (Gupta, Shaheen, & Reddy, 2017). Developing positive attitudes and behaviors in an employee remains a central challenge for most managers. When employees feel competent and confident about an organization, they tend to be supportive and helpful to

their coworkers and the organization (Gupta et al., 2017). Individuals reciprocate positive behaviors when they perceive that organizational leaders value and care for them (Gupta et al., 2017). Managers who can identify the factors that lead to employees' commitment may take steps to enhance the engagement level of the employee within the organization.

Organizational politics influence the level of employees' organizational commitments. The manager concerned about employee commitment levels in the workplace should be mindful of the antecedent of disengagements, such as organizational injustice, politics, and work overload (Aslam et al., 2018). According to Byrne, Manning, Weston, and Hochwater (2017), organizational politics can be positive or negative, and when managers manipulate people and policies, then employees tend to reassess their work commitment and contribution (i.e., job performance) by withdrawing and being less productive. Conversely, when an employee perceives organizational politics as positive, an employee's organizational commitment improves (Byrne, Manning, Weston, et al., 2017). Aslam et al. (2018) asserted that managers' personal preferences play a crucial role in promoting organizational politics, injustices, and work commitment. Byrne, Manning, Weston et al. stated that employee perception of organizational politics plays a crucial role in organizational commitment. Aslam et al. contended a positive relationship between organizational politics, organizational injustice, work overload, and organizational commitments among the public sector organizations in Pakistan. Aslam et al. suggested that managers must work toward improving fair procedures and perception of politics to raise the levels of organizational commitments.

Organizational commitment may have a positive retention outcome. According to Cesario and Chambel (2017), organizational commitment has three components that affect employees' turnover intentions: affective, normative, and calculative. Affective commitment is an emotional connection or a sense of pride that an employee feels toward an organization. An employee with strong affective commitment tends to stay with the organization (Cesario & Chambel, 2017). Normative commitment reflects an employee's feeling of obligation to continue working in the organization. An employee with high normative commitment may continue to work in an organization even when other opportunities are available (Cesario & Chambel, 2017). Calculative commitment is an awareness of the cost associated with leaving the organization. Employees continue with an organization when cost-benefit analysis shows that employees are better off staying than leaving the company. Employees leaving a company have cost implications. Replacing employees is costly to any organization because recruiting and training new employees can range from (25-200%) of annual compensation (Aslam et al., 2018).

Organizational citizenship behavior. Performance and engagement are the prime reflections of organizational citizenship behavior. Organizational citizenship behavior is a concept that connects an individual's work satisfaction with their work performance (Eissenstat & Lee, 2017). Moreover, extra-role behaviors or organizational citizenship behaviors (OSB) are characteristically inherent in a highly engaged employee (Gupta et al., 2017). A highly engaged employee exhibits positive psychological capital, which is a critical resource for achieving a task (Gupta et al., 2017). According to Karatepe and Karadas (2015), psychological capital is personal resources that enable

employees to engage in their work role, work at elevated levels, and plays a decisive role in work engagement. Psychological capital and organizational citizenship behavior are essential characteristics of employee work engagement and are also linked to organizational attachments. Gupta et al. viewed psychological capital as a psychological state of efficacy. Karatepe and Karadas stated employees who demonstrate high psychological capital tend to be satisfied with their job, careers, lifestyle, and tend to be hopeful and confident about the future.

Given the benefits to the organization and individuals, managers should design strategies to promote the use of personal character strengths in the workplace. An employee's character strength is a desirable trait for employers as it influences extra-role performance and organizational citizenship behavior (Lavy & Littman-Ovadia, 2017). Pitichat, Reichard, Kea-Edwards, Middleton, and Norman (2018) stated that organizational citizenship behavior is employees' strength and virtues. An employee's character strength is the individual enduring habits expressed through cognitive abilities, emotions, and physical well-being that facilitates fulfillment and growth of the individual and an organization (Lavy & Littman-Ovadia, 2017). Character strength is the psychological connection that triggers a sequence of desirable behavior, promoting workplace harmony, and work engagement that benefits any organization (Uddin, Mahmood, & Fan, 2019).

Strategies to Improve Engagement

Globally, no universal and generally acceptable strategy exists to increase engagement. Gupta and Sharma (2016) investigated employee engagement through a

review of selected literature and found that engagement is organization-specific. Different factors could contribute to employee engagement, and some contribute more than others. Gupta and Sharma explained employee engagement is an integration of different behavioral facets, such as commitment, involvement, attachments, positive attitudes, and psychological presence, which transform the employee potential into employee performance leading to business excellence. The prominent engagement factors in the literature include awards and incentives (Rana, 2015), internal communication (Lemon & Palenchar, 2018), company reputation (Shirin & Kleyn, 2017), talent retention (Srivastava & Bhatnagar, 2008), and motivation (Hetland et al., 2015).

Rewards and incentives. Rewards and incentives could result in employee engagement. Ghosh et al. (2016) collected data from 176 bank employees in India to examine the relationship between employee engagement and company financial incentives. Ghosh et al. found a positive and significant correlation between rewards and recognition with the level of engagement. In a similar study, Iqbal et al. (2017) analyzed survey data from 372 participants and found job characteristics, rewards, and recognition as significant antecedent factors for employee engagement. Rana (2015) agreed that effective rewards and incentives are significant and suggested that employers provide appropriate rewards and incentives to motivate employees, so they remained engaged in their work. Given the numerous engagement triggers, leaders should pay attention to rewards and incentives to improve employee engagement.

Internal communication. Internal communication could increase employee engagement. Scholars have linked internal communication to employee engagement,

suggesting that productive communication is the catalyst for employee engagement (Lemon & Palenchar, 2018). Internal communication helps business leaders to facilitate interactions in the workplace, which leads to meaningful relationships with peers and supervisors (Lemon & Palenchar, 2018). Ruck et al. (2017) collected data from 2066 respondents from the United Kingdom-based organizations to explore the relationship between employees' voice and managers' receptiveness with organizational employee engagement. Ruck et al. found that employees' organizational engagement was effective when managers were receptive of employees' voices relating to opinions, concerns, and ideas. Similarly, Rana (2015) postulated that for employees to be highly engaged, organizational leaders need to empower employees, establishing an internal communication channel where an employee can voice their ideas, and encourage them to participate in meaningful decision-making. When employees perceive the work environment as not safe to express opinions, they reserve their voice for fear of repercussions, and they become withdrawn and disengaged (Ruck et al., 2017).

Company reputation. A company's reputation could increase employee engagement. A firm's reputation is considered a valuable strategic resource that can influence employee engagement and contribute to an organization's sustainable competitive advantage (Su, Swanson, Chinchachokchai, Hsu, & Chen, 2016). According to Shirin and Kleyn (2017), employees formulate their perceptions of the organization based on personal experience and knowledge about the organization. Shirin and Kleyn conducted a study to investigate the extent to which perceptions of corporate reputations influence employee engagement (Shirin & Kleyn, 2017). Shirin and Kleyn

collected data from 509 employees of one of the four largest banks in South Africa and found corporate reputation is a prominent driver of employee engagement. In a similar study, Gill (2017) conducted a literature review to ascertain if corporate reputation enhanced employee engagement and improved internal loyalty. Gill found that corporate reputation can heighten awareness, strengthening the understanding of the organizational values, and increasing engagement. Leaders entrusted with ensuring a high level of employee engagement should ensure that employees are aware of the firm's excellent reputation. Additionally, leaders should take action to mitigate the negative impact of employees' perception of corporate reputation to improve their engagement (Shirin & Kleyn, 2017). Therefore, managers need to play a pivotal role in shaping employee perceptions.

Talent retention. Employees' talents could lead to high employee engagement. Talent is a scarce resource, and therefore, acquiring and retaining highly skilled individuals could result in a competitive advantage for any organization (Srivastava & Bhatnagar, 2008). Danish, Khan, Shahid, Raza, and Humayon (2015) stated that a skilled workforce improves organizational profitability. Consequentially, talent retention is an essential management tool to compete in today's' dynamic and competitive environment (Gupta & Sharma, 2016). Srivastava and Bhatnagar conducted a case study and assessed strategies used by Motorola India MDB to acquire and retain talented individuals and grow in a foreign market. According to Srivastava and Bhatnagar, when managers create an environment where employees feel valued, they exhibit fewer turnover intentions.

Motivation. Motivation in the workplace could engage employees leading to increased organizational performance. Motivation is a set of recurring actions, behaviors, and cognitive processes directed towards specific goals (Kanfer & Chen, 2016). Barrick, Thurgood, Smith, and Courtright (2016) contended that engagement is an organizational construct guided by the motivational principles of an organization. In essence, motivation is a tool that managers use to promote a positive job attitude, job satisfaction, and work dedication (Hetland et al., 2015).

Managers should explore motivation-enhancing practices and training strategies that will elevate the performance of their staff to improve the organization's financial and non-financial performances. Most organizations have different forms of motivation-enhancing practices, such as incentives and training (Faisal Ahammad, Moon Lee, Malul, & Shoham, 2015; Iqbal et al., 2017). According to Mallin and Ragland (2017), motivation is a crucial determinant of salespersons' performance. Cetin and Askun (2018) stated in today's competitive work environment; organizational leaders must invest more time and effort to improve the motivation of their employees because better motivation leads to better individual performances and organizational success.

The banking sector is highly competitive, and managers are under constant pressure to drive performance. Bank managers can affect productivity and performance using motivating techniques. However, managers must first understand the two dimensions of motivation, which are intrinsic and extrinsic motivation. The extrinsic motivation factor is a reward system that meets employees' personal needs, whereas the intrinsic motivational factor seeks personal enrichment such as, personal achievement,

feeling of performing a useful service, and meeting challenges (Mallin & Ragland, 2017). Managers should focus on motivating and enhancing the efficiency of their workers by formulating incentive programs to attract and retain talented employees (Danish et al., 2015). The challenges most managers face are discerning the different employee traits and devising strategies for maximizing employees' motivation (Mallin & Ragland, 2017).

Leadership and Engagement

Leadership style could affect employees' behaviors and organizational outcomes. According to Yousif, Hossan, and McNeil (2015), a leadership style is a combination of behaviors and attitudes, which define the leader. Hentrich et al. (2017) contended that leadership responsibilities extend to all aspects of the work, including employee engagement. Leaders possess the ability to motivate, influence, and engender followers to contribute to the accomplishments and effectiveness of the organization (Maamari & Majdalani, 2017). Furthermore, Biemann, Kearney, and Marggraf (2015) stated that the leadership style facilitates career development opportunities, job satisfaction, and self-efficacy of the employees. Leadership style can have positive or negative implications for employee engagement, and managers need to be aware of which leadership style enhance or diminish employees' behavior.

Transformational leadership. Transformational style is follower-centric, meaning leaders focus attention on achieving an organizational goal as opposed to emphasizing self-interest (Khalili, 2017). Traits of transformational leaders include (a) utilizing job-related resources such as employee development, employee empowerment, job design, and regular feedback (Hawkes, Biggs, & Hegerty, 2017), (b) providing a clear

vision for the future (Pradhan et al., 2018), (c) building trust and shared vision (Raj & Srivastava, 2016), and (d) promoting tacit knowledge, creativity, drive, and innovativeness (Raj & Srivastava, 2016). Moreover, transformational leaders create an environment that encourages risk-taking and rewards innovativeness (Hansen & Pihl-Thingvad, 2019).

The transformational leader tends to promote risk-taking and innovativeness. Bligh, Kohles, and Yan (2018) posited that organizational survival depends on change and innovation, which involves taking a risk. Transformational leaders inspire greater intrinsic motivation and reciprocal behavior leading to higher role performance and increased risk-taking (Kroon, Marianne, & Menting, 2017). According to Shafique and Kalyar (2018), innovativeness refers to the creation of useful, valuable, and novel products or services. Transformational leaders encourage intrinsically motivated behaviors, whereby employees take responsibility for the quality of their work and pride in exceeding expectations (Kroon et al., 2017). However, managers should be aware of the inherent risk in a business environment and devise strategies to mitigate the impact of excessive risk-taking because excessive risk-taking can be costly to business (Al-edenat, 2018).

Transactional leadership. The transactional leadership style can enhance employees' motivation and engagement. Mavhungu and Bussin (2017) asserted that the best way to increase organizational performance is through increased employee motivation. Transactional leaders establish parameters and intervene to affect followers' behavior and ensure staff acts according to leaders' desired objectives (Zareen, Razzaq, &

Mujtaba, 2015). Moreover, transactional leaders provide guidance and support to staff in meeting expectations and then reward them for fulfilling the task (Afshari & Gibson, 2016). In turn, the staff feel motivated and accomplished (Afshari & Gibson, 2016). Zareen et al. affirmed that the transactional leadership style impacts employees' motivation because transactional leaders encourage self-efficacy.

Transactional leaders use rewards and recognition to promote employee engagement. According to Zareen et al., the baseline reward inherent in the transactional leadership style can be an improvement in employee performance. Transactional leaders influence employees' behaviors and readiness to perform by offering financial and non-financial incentives (Quintana, Park, & Cabrera, 2015). Both transformational and transactional leadership style has its advantages (Ali, Jan, Ali, & Tariq, 2014). Managers need to understand the impact that the different leadership styles have on employee engagement and devise strategies to motivate employee engagement in the workplace.

Transition

In Section 1, I established the need to explore strategies that managers use to promote employee engagement for increased profitability. In the literature review, I explored engagement-related articles in the context of Kahn's engagement theory. Moreover, in the literature review, I highlighted Kahn's engagement theory in practice and exploration of comparing theories. In this study, I will discuss the benefits of employee engagement, factors affecting employee engagement, strategies to improve engagement, and leadership.

In Section 2, I discuss the role of the researcher, population and sampling, data collection, and analysis. I conclude Section 2 by identifying approaches to ensure study validity and reliability. In Section 3, I present the findings, application to business practices and social change, and recommendations for future research.

Section 2: The Project

Organizational leaders are vulnerable to the consequences of employee disengagement. Disengaged employees lack commitment, interest, and enthusiasm towards their work. They are more likely to engage in theft, have more safety incidents, and exhibit inferior customer service, which can be costly to an organization's financial health (Allam, 2017). The purpose of this study was to explore strategies that promote engagement and ultimately increase the profitability of a single bank in Toronto, Canada. The objective of this qualitative study was to explore and understand how business leaders use employee engagement to enhance enthusiasm in their employees. In this section, I included the purpose statement, the role of the researcher, participant selection, research method and design, and population sampling. Other information that appears in Section 2 includes ethical research, data collection instrument, and data organization, and analysis, reliability, and validity.

Purpose Statement

The purpose of this qualitative single case study was to explore strategies that some bank managers used to promote employee engagement for increased organizational profitability. The target population consisted of bank managers from one of the six largest Canadian banks located in the greater Toronto area who have successfully implemented strategies to promote employee engagement for increased organizational profitability. Business profitability through employee engagement has social implications. A profitable business could pledge a percentage of profit to build senior centers, homeless shelters, school playgrounds.

Role of the Researcher

The role of the researcher is to collect, analyze, and interpret data ethically and responsibly (Finlay, 2002). According to Yin (2017), the researcher recruits participants to collect, organize, and interpret data. As the researcher, I developed interview questions, recruited participants for interviewing, and ethically conducted interviews while building rapport with participants to increase understanding. Rosenthal (2016) said researchers use interview questions to obtain an in-depth understanding of participants' experiences, perceptions, opinions, feelings, and knowledge. The researcher becomes a human instrument and can have an impact on the quality of data and results. I gathered and interpreted data in a way that demonstrated my understanding of the phenomenon. Moreover, the role of the researcher is to provide unbiased reporting based on an in-depth knowledge of interviews in adherence to strict ethical standards explicitly or implicitly to ensure the validity of findings (Goodell et al., 2016). As the principal data collection instrument, I oversaw every aspect of the study to ensure research quality.

My professional experiences included 22 years of working in the financial services sector. For 12 years, I worked as a bank manager. After 12 years of working as a bank manager, I worked as a senior business advisor for 2 years. My role as a bank manager included recruiting, hiring, training, motivating, team building, coaching, and retaining employees. As a bank manager, I implemented employee retention strategies to increase employee engagement to improve organizational performance. Researchers' familiarity with the research topic impacts the recruitment of participants by selecting qualified participants, data collection, and data interpretation. Moreover, having worked

in banking, being an insider (i.e., a bank employee) increases the likelihood of gaining access to participants (Finefer-Rosebluh, 2017).

Researchers use the guidelines outlined in the Belmont report to facilitate ethical research. The Belmont Report consists of three general principles: respect for human subjects, beneficence, and justice. Respect for human subjects is about treating participants as self-governing agents (Adams & Miles, 2013). Beneficence involves striving to maximize benefits and minimize risks, and justice involves maximizing potential benefits to participants while reducing study burdens on participants (Adams & Miles, 2013). I adhered to the guidelines of the Belmont Report to protect human rights, autonomy, and confidentiality of all research participants.

A researcher must be cognizant of personal biases when conducting research and avoid bias in their work. Biases are a preconceived notion about someone or something. Qualitative researchers provide detailed accounts of their experiences and approaches to exploring phenomena by offering a distinctive worldview (Harvey, 2015; Yin, 2017). Therefore, the novice researcher needs to set aside preconceived notions regarding the study topic when conducting an investigation. Because of my prior experience in the financial services sector, I reserved judgment and did not permit my preconceived notions to impact the study. Moreover, to mitigate biases, researchers typically include secondary data to corroborate and strengthen their findings (Yin, 2017). Besides interviews, I used company documents as secondary data to corroborate interviews, minimize biases and reinforce the study findings

Researchers need to maintain consistency during interview procedures. According to Castillo-Montoya (2016), a researcher uses an interview protocol to stay on course and not deviate from study objectives. Researchers use the interview protocol to follow a set of guidelines to keep consistency and flow (Wood, 2017). In this study, I used an interview protocol (see Appendix) that comprised six steps: (a) opening script, (b) going over the consent form, (c) asking interview questions, d) follow-up questions, (e) scheduling time and date for member checking, and (f) closing scripts. I used the same interview protocol for all participants.

Participants

During the qualitative research process, researchers must select participants who are knowledgeable about the study phenomenon. A researcher recruits participants experienced in the phenomenon to extract rich data in a case study. Experienced participants provide quality data to ensure study reliability (Burkett & Morris, 2015). I used the following participant selection criteria to identify five bank managers from one bank in Toronto, Canada. The participants had more than 5 years of experience in implementing employee engagement strategies for increased organizational profitability, worked in senior-level management positions, and signed the consent form. Cronin (2014) said knowledgeable and experienced participants provide rich data because of their experiences for credible study findings.

Finding qualified participants is an essential step in research. Gaining access to participants can be challenging, as it may require a researcher to engage in extensive negotiations to secure agreements and consent of participants and gatekeepers. I

identified potential participants through their contact information on the bank's website. I reviewed profiles on LinkedIn to ensure participants met the study criteria. Saunders, Lewis, and Thornhill (2015) stated researchers should become familiar with organizations, provide a clear account of the research purpose to participants, and mention possible benefits to establish trust and accessibility. Researchers use consent forms to demonstrate transparency in terms of researchers' identity, study purpose, and guidelines (Nel, Stander, & Latif, 2015).

Building a working relationship with participants means sharing information and establishing trust. In qualitative research, a researcher uses personal skills in building rapport, empathizing with participants, and creating an environment of trust (Ticknor & Averett, 2017). Enabling trust is essential to the successful recruitment and retention of study participants (Burkett & Morris, 2015). A participant's receptiveness towards the researcher increases when the researcher appears trustworthy by providing maximum information about the study (Drabble, Trocki, Salcedo, Walker, & Korcha, 2015). A participant's level of involvement in the interview process increases if they believe their skills align with the research questions (Yin, 2017). To establish a working relationship and trust with participants, I discussed the purpose of the study and answered any questions in person or via telephone and email.

Research Method and Design

The purpose of this single qualitative case was to explore strategies bank managers used to promote employee engagement for increased organizational profitability. In this section, I provided a summary of the research method and design and

the basis for selecting the qualitative research method and single case study design. The section outlined the rationale for the approach I chose. The section contained an explanation of why I did not select a quantitative or mixed methods research technique. Also, in the section, I provided a rationale for why a qualitative method and single case study approach was the appropriate methodology to explore strategies used by bank managers to enhance engagement in the workplace.

Research Method

There are three research methods: qualitative, quantitative, and mixed methods. The research method for the study is qualitative. In a qualitative methodology, the researcher is the main instrument who collects non-standardized data focusing on words and observations to develop themes, gaps, and patterns to analyze and formulate meanings (Ospina, Esteve, & Lee, 2018). Quantitative researchers, unlike qualitative researchers, use numbers to examine the relationship between variables by incorporating a range of statistical and graphical techniques (Ospina et al., 2018). Researchers using mixed-method combine both qualitative and quantitative data collection techniques and analytical strategies (Guetterman & Fetters, 2018). Yin (2017) stated that qualitative researchers interact with participants with open-ended questions to gain access to the experiences of the interviewees relating to the phenomenon. The objective of this research was to explore strategies Canadian bank managers use to promote employee engagement for increased organizational profitability. Therefore, a qualitative approach was appropriate for the study.

In this study, I provided a better understanding of the participant's experiences within a real-life context and evaluated how they related to the research question. The qualitative researcher provides a lens to investigate the contemporary phenomenon in real-life settings (Runfola, Perna, Baraldi, & Gregori, 2017). Through qualitative research, researchers gain an opportunity to immerse themselves in the phenomenon, interacting with the participants from the inside, gaining trust and access to participants. Unlike quantitative researchers who do not actively engage the participants, qualitative researchers tend to favor inquiry from the outside using survey methods (Ospina et al., 2018). Qualitative researchers offer insight, especially when interacting with animate objects.

Research Design

A qualitative researcher can select between phenomenological, narrative, ethnographic, and case study design (Hoerber & Shaw, 2017). Researchers use a phenomenological approach to explore lived experience to gain an understanding of the phenomenon from the perspective of the participant in a general setting (Harrison et al., 2017). In a narrative approach, participants share their lived experiences in a storytelling or biography format (Setlhare-Meltor & Wood, 2016). An ethnographic study is suitable for a study in which research seeks to study culture to get an insight into the research topic (Patton et al., 2018). A qualitative researcher uses a case study design to explore a studied phenomenon in depth and within a real-life context in a specific setting (Ridder, 2017). A narrative and an ethnographic design were not suitable for this study because I neither collected data in a storytelling format nor explored a culture to understand the

research phenomenon. I chose a case study design over a phenomenological design since I explored the phenomenon in a specific setting, not in a general context, by asking interview questions.

The research design for this study was a single case study. Runfola et al. (2017) contended that researchers use case study design to examine aspects of historical events and to develop or test theories that may be generalizable of other events. Morgan, Pullon Mcdonald, Mckinlay, and Gray (2017) contended that a case study is a comprehensive method to examine multiple sources of data to provide an in-depth assessment of complex research phenomena in a real-life context. Case study researchers use triangulation as part of their data collection strategy, resulting in a detailed case description (Ridder, 2017). According to Yin (2017), triangulation involves using multiple sources of information to reach a point of convergence to strengthen case study findings. Therefore using a case study design to explore strategies bank managers used to promote employee engagement was appropriate for the study.

Achieving data saturation is a critical element in qualitative research. Failure to achieve saturation negatively affects the quality of the research and content validity (Fusch & Ness, 2015). According to Morse (2015), reviewers and readers regard saturation as the gold standard for qualitative rigor. Fusch and Ness defined saturation as the point in coding where no new information or codes occur, and when additional interviews do not yield new themes. As noted by Nelson (2017) data saturation refers to data adequacy; no new information appears. I collected and analyzed data until there was no new information.

Population and Sampling

The target population for this qualitative single case study consisted of five bank managers from one Canadian bank located in Toronto, Canada, who have successfully implemented strategies to promote employee engagement for increased organizational profitability. A researcher can identify the sample size within the target population and select the manner of obtaining the data. I selected the purposeful sampling technique. With purposeful sampling, researchers establish the characteristics of the sample population and consider a sampling approach suitable for the study depending on the research question (Rosenthal, 2016). Also, purposeful sampling provides an opportunity to explore new aspects and perspectives about issues of central importance to the study phenomenon (Benoot, Hannes, & Bilsen, 2016). A purposeful sampling includes identifying participants that meet specific criteria established by the researcher (Rosenthal, 2016). In this study, purposeful sampling was appropriate because I used a set of criteria to identify participants who are knowledgeable about the phenomenon of interest.

Determining adequate sample size is essential to a qualitative research study. The sample size for qualitative research is generally small, but a researcher must ensure a sufficient sample size for findings that are credible, reliable, and transferable (Brown, Strickland-Munro, Kobryn, & Moore, 2017). Although there is no consensus on the appropriateness of sampling size, the sample size should be large enough to help the researcher reach data saturation (Campbell, 2015). Data saturation is the point at the interview in which no new information or themes emerges (Boddy, 2016). To establish

data saturation, I organize the interviews of each participant using the transcript of each interview, conducted member checking to confirm the accuracy of interpretation by using follow-up questioning until no new information emerged. My study comprised five managers from one of Canada's six largest banks who implemented successful strategies to engage the employee in the workplace.

The interviews took place at a quiet location in Toronto to avoid disruption of the participant and I ensured minimal noise for recording clarity. I followed the interview protocol (Appendix) to ensure I remained attentive and consistent throughout the interview. Each of the interviews lasted between 30-45 minutes. A researcher should set aside uninterrupted time that is estimated to be adequate for the interview (Dikko, 2016).

Ethical Research

Ethical research is essential for the integrity of qualitative studies. Conducting ethical research includes informing participants that they have the right to abstain from answering any of the questions or withdrawing from the study at any time (Gibbins, Bhatia, Forbes, & Reid, 2014). The responsibility of a researcher is to protect the confidentiality and well-being of the participants (Wallace & Sheldon, 2015). Heyler, Armenakis, Walker, and Collier (2016) stated that ethical research is the process of recognizing a need, considering the alternatives, establishing a morally acceptable option, and minimizing bias. Although some researchers offer incentives, offering incentives could influence potential participants to take part in the research and affecting the results (Aluwihare-Samaranayake, 2012). As such, participation in the study was entirely voluntary. The goal of this research study was to uphold and maintain the ethical research

standard of Walden University Institutional Review Board (IRB) by seeking permission and approval at each stage of my research. I received approval from Walden's IRB.

Walden's IRB approval number is 01-08-20-0725205.

Protecting the participants' privacy and confidentiality was paramount. To safeguard participant confidentiality and privacy, I assigned generic alphanumeric codes to protect each participant's identity and name (Kirilova & Karcher, 2017). I assigned each participant a two-character code (i.e., M1, M3, M3) to anonymized the participants and delete any information that could identify them. I will store all data about the study securely for 5 years to protect the confidentiality of participants, after which time I will destroy the data in accordance with Walden University policy. Researchers must protect participants' privacy and confidentiality (Thomas, 2015; Yin, 2017).

Data Collection Instruments

A researcher is the primary data collection instrument in a qualitative study (Yin, 2017). Therefore, I served as the primary data collection instrument. Dikko (2016) stated that in qualitative research, researchers act as the primary data collection instrument to extract rich, detailed, and in-depth information from the participants to find the answers to an overarching research question. The semistructured interviews are the secondary data collection instrument (Yin, 2017). I conducted face-to-face interviews in a semistructured interview format with five bank managers from a single Canadian bank located in Toronto, Canada. Semistructured interviews involve an in-depth conversation between the researchers and the interviewee, firmly guided by the interviewees' perceptions, opinions, and experiences (Cridland, Jones, Caputi, & Magee, 2015). During the

interview process, I followed an interview protocol (Appendix). The interview consisted of the interview guidelines such as opening scripts, tape recording permission, asking open-ended questions and probing questions, and closing script. Researchers use the interview protocol to maintain consistency in the interview procedure (Castillo-Montoya, 2016). The interview protocol was the same for all participants.

After data analysis, I conducted member checking to enhance study reliability and validity by conducting face-to-face interviews and allowing each participant to validate the transcribed information. During member checking, a researcher requests that participants review a summary of the transcribed interview (Varpio, Ajjawi, Monrouxe, O'Brien, & Rees, 2017). Moreover, member checking allows participants to add new relevant information relating to the study topic, thus making the study trustworthy (Elo et al., 2014).

Data Collection Technique

The primary data collection technique for this study was face-to-face interviews. In qualitative research, researchers can use several sources for collecting data such as interviews, documents, direct observation, archives, and participant-observation (Yin, 2017). The most widely used form of data collection in qualitative research are interviews, observations, and document analysis (Singh, 2014). However, the research community considers interviews as the gold standard of data collection techniques (Heath, Williamson, Williams, & Harcourt, 2018). When collecting qualitative data, Yin (2017) recommended collecting data from multiple sources for methodological triangulation. In this study, I used semi-structured face-to-face interviews as the primary

data collection technique. I outlined the process of conducting face-to-face interviews in the interview protocol (Appendix). Also, I used an audio recording device to record participants. I transcribed the recordings and documented notes in a reflective journal to record nonverbal cues observed. A researcher uses a face-to-face interview to see, hear, and feel the participants' experiences through observation (Marshall & Rossman, 2015). Other data collection techniques included company documents such as charts, graphs, and figures to obtain rich data for thorough analysis.

Each data collection source has advantages and disadvantages. Heath et al., (2018) contended face-to-face interviews have several key strengths such as flexibility, spontaneous personal interaction, and a researcher has more control over the interview environment as opposed to a remote method of interviewing. Some disadvantages of the face-to-face interviews include geographical and time constraints, cost, and the participant may become uncomfortable with the process and that has the potential to skew the data (Heath et al., 2018; Yin, 2017). Other potential disadvantages of face-to-face interviews are researcher bias, misaligned interview questions, and dishonest responses from participants (Birt, Scott, Cavers, Campbell, & Walter, 2016; Harvey, 2015). I asked for company documents the participants have the authority to share and did not require permission to share from their company. The advantage of a company document is that it provides the researcher with valuable internal relevant information to the study topic. The disadvantage of a company document is it may contain some proprietary information, and participants may provide restrictions as to how I use it my study.

After data analysis, I used member checking. I asked each participant to review the summary of their transcribed interview to ensure the accuracy of interpretation. Member checking ensures the accuracy of the collected data and validates the credibility of data interpretation (Elo et al., 2014). During member checking, the participants made corrections and provided new information. Therefore, I adjusted the data collected accordingly and then conducted a thematic analysis. The purpose of performing the thematic analysis the second time helped me to identify new themes.

Data Organization Technique (Qualitative Only)

Data organization is crucial during data collection and analysis. Yin (2017) recommended using a filing or electronic methodology to organize and maintain information. Researchers use a reflective journal to create an audit trail while recording and reflectively prompting the process of learning, interpretation, and bracketing evidence for transparency (Vicary, Young, & Hicks, 2017). I used journal entries to collect and organize data to enhance the quality of the data collected. After data analysis, I conducted member checking to enhance study reliability and validity. I held follow-up in-person interviews and allowed each participant to validate the transcribed information and field notes, I used MSWord document for references and stored company documents and password-protected Samsung Galaxy 7 phone for recorded interviews. Researchers used NVivo 12 software to organize and analyze data during the analysis phase (Akaeze, 2016; Thomas, 2015). I used NVivo 12 software to input data, for coding, explore themes, and organize both the interview data and document data.

Protecting the participants' privacy and confidentiality was paramount. To safeguard participant confidentiality and privacy, I assigned generic alphanumeric codes to protect each participant's identity and name. Researchers must ensure that they protect participants' privacy and confidentiality (Thomas, 2015; Yin, 2017). I assigned each participant a two-character code based on their title and interview order. For example, M1 represents the first manager interviewed.

I will store on a password-protected flash drive all data, digitally recorded interviews, and field notes in my home office safe for 5 years. A researcher can use data organization strategies to help with a future audit (Saxena, 2017; Yin, 2017). After 5 years, I will delete the digital data and shred paper data collected from the interview.

Data Analysis

The objective of this study was to gain an understanding of the strategies managers in the Canadian banking sector use to promote employee engagement for increased profitability. Researchers used data analysis to process and share the findings as such data analysis is essential to a research study (Yin, 2017). The data analysis is about organizing and eliciting meaning from collected data (Bengtsson, 2016). To properly analyze data in a qualitative study, researchers collect and convert raw data into an original and lucid depiction of the research topic (Crowe, Inder, & Porter, 2015). I conducted a single qualitative case study in which data analysis consisted of responses to seven open-ended interview questions. A qualitative researcher uses open-ended questions to obtain an in-depth understanding of participants' experiences, perceptions,

opinions, feelings, knowledge, and to collect data (Rosenthal, 2016). To develop a comprehensive knowledge of the case study, I used data triangulation.

The secondary data source included company documents for methodological triangulation. Triangulation comprises using data from multiple sources such as documentation, direct observation, and interviews aimed at corroborating the same finding (Yin, 2017). According to Fusch and Ness (2015), triangulation is a research approach to explore different levels and perspectives of the same empirical evidence to arrive at the same point. Moreover, a researcher uses triangulation techniques for confirmation and corroboration of the same results (Archibald, 2016). Triangulation helps a researcher to enhance the validity of a qualitative study (Kern, 2016). I used the triangulation technique in the data collection process to extract rich data relating to the study phenomenon.

To properly analyze the data, researchers must complete several steps. Yin (2017) identified five crucial steps for data analysis: compiling, disassembling, reassembling, interpreting, and concluding. I used Yin's five-step process to analyze data in my study. In the first stage, I compiled data from interviews and company documents and coherently sorted all collected data using computer-assisted tools. Researchers use computer-assisted qualitative data analysis software (CAQDAS) such as NVivo to discern common codes, connect themes, concepts, and categories as well organized as well as interpreting results (Edwards-Jones, 2014). I uploaded, organized, and analyzed the research data utilizing NVivo 11 software. The second phase involved disassembling data from developing patterns through the coding process. The third phase entailed

disassembling the transcript and assigning code. Wutich and Bernard (2016) suggested repeating phase three as many times as possible as part of a trial-and-error process for testing codes. Phase four involves using assembled material to create a new narrative and interpretation (Wutich & Bernard, 2016). The fifth phase is the concluding step in which I developed the conclusions of my study findings. I focused on the key themes and correlated the key themes with the literature and conceptual framework.

Kahn's (1990) employee engagement theory is the conceptual framework for this study. According to Gupta et al. (2017), researchers use the conceptual framework to guide data collection and analysis, as well as to identify main themes. McCray, Turner, Hall, Price, and Constable (2014) suggested utilizing the literature review as a reference to support the conceptual framework and the identification of cogent patterns in the data that are relevant to the research question. Kahn explained that employers play a crucial role in employee engagement through their influence on the work environment. Kahn's engagement theory is in alignment with this study because employers can affect employee engagement. The objective of the study was to explore strategies managers used to promote engagement for profitability.

Reliability and Validity

Reliability and validity are the value and credibility in qualitative research (Noble & Smith, 2015). Validity refers to the integrity of the methods used in a qualitative study in which the findings accurately reflect the data. Whereas, reliability refers to the consistency of the analytical procedures (Noble & Smith, 2015). Often debated, qualitative researchers apply reliability and validity to strengthen their study accuracy

and credibility. Moreover, reliability and validity serve as the gold standard when designing a study, analyzing results, and judging its quality (Yin, 2017)

Reliability

Data collection and analysis were pivotal to the research process in increasing the validity and reliability of results. Member checking of a researcher's interpretation contributes to the reliability of the finding (Harvey, 2015). Inter-rater reliability is a subjective judgment resulting from the consistency of decisions, emerging from the activities such as recording of observation or categorization of data (Harvey, 2015). Leung (2015) stated the essence of reliability for qualitative research resides with consistency, although a margin of variability for results exist. I used member checking to verify my understanding of the information obtained during the interviews was authentic and represented the interviewees' responses. Participants who positively interpret member-checked interviews experience an elevated level of comfort with the research process (Birt et al., 2016).

The accuracy of the interview transcript, theme coding, and notes will help to validate reliability (Nandi & Platt, 2017). A researcher must address any personal or research bias that could impact the reliability of the study (Noble & Smith, 2015). To access the reliability of a qualitative study, a researcher must reconcile the effectiveness of the research concerning the choice of the research method (Noble & Smith, 2015; Yin, 2017). Researchers can improve reliability in qualitative research by devising strategies for ensuring dependability and objectivity (Colorafi & Evans, 2016). I increased the reliability of my study by creating an audit trail detailing each context. The context

included sampling and participants, data collection and analysis, as well as research findings.

Validity

Validity in qualitative research refers to the appropriateness of the processes, and accuracy at which the researcher's study reflects the data (Bengtsson, 2016). The choice of methodology should be appropriate in answering the research questions guiding the study (Leung, 2015). Heale and Twycross (2015) defined validity in qualitative research as the extent to which a researcher accurately measures the concept. Bengtsson (2016) suggested member checking to validate the outcome and strengthen the validity of the study. In this study, I used member checking to validate my interpretations of the interview. However, there is a time-delay risk between collecting the data and analysis, as well as the risk an interviewee's point of view could change. In addition to member checking, I used documents from the organization to triangulate the data and build credibility of the findings.

Three components must be present to judge the validity in qualitative research (a) credibility, (b) transferability, and (c) confirmability. Credibility refers to the study process of collecting and analyzing data while ensuring all relevant data forms part of the study. I demonstrated credibility through member checking by requesting the participants review the data. Confirmability refers to the extent of the objectivity and neutrality of the data (Bengtsson, 2016). Additionally, confirmability is the researchers' ability to demonstrate the participants' responses and not the researchers' biases or viewpoints (Cope, 2014). I ensured confirmability by keeping a detailed and consistent research

process, including adequate member checking, reflective journaling, and accurate reporting. Transferability refers to the degree to which the result may apply to other settings (Cope, 2014). Transferability allows the researcher to establish grounds on whether understanding gained from the research produces transferable knowledge.

Transferability is the extent to which study findings are transferable to other settings and applicability in another context (Noble & Smith, 2015). In qualitative research, generalizability applies to the transferability of the research results (Leung, 2015). To determine transferability, the researcher must provide detailed descriptions of the study for the reader to make an informed decision about the transferability of the finding to their specific context (Houghton, Casey, Shaw, & Murphy, 2013). I provided a detailed description of the population, geographical location, position of the participants (employees), and the organization of the research. To achieve transferability, I kept detailed records and notes in my journal of the procedures, processes, and a comprehensive account of the study.

In a qualitative study, determining the saturation point of the data is critical to establishing a comprehensive process of data collection and analysis (Nelson, 2017). The concept of data saturation is useful in terms of evaluating sample size in qualitative research (Boddy, 2016). As noted by Fusch and Ness, researchers can attain data saturation by collecting rich (quality) and thick (quantity) data. Aldiabat and Le Navenec (2018) suggested using triangulation to enhance thick versus thin description of the data to reach data saturation faster as opposed to using only one qualitative data collection method. I used the triangulation method, face-to-face interviews, and company

documents such as charts, graphs, and figures to ensure data saturation. I obtained data saturation after interviewing the fifth participant.

Transition and Summary

The purpose of this case study was to explore strategies that some bank managers use to promote employee engagement for increased organizational profitability. In Section 2, I reiterated the purpose of the single case study, described how I selected a qualitative single case study to collect and analyze data. I used a purposeful sampling technique to select participants knowledgeable in employee engagement strategies. I also used semistructured interviews, integration of company documents such as charts, graphs, figures as data collection instruments to obtain rich data for thorough analysis. I discussed member checking, transcript reviews, and methodological triangulation to ensure the reliability, credibility, and validity of the research. I presented a detailed analysis of the study findings, the significance of the study, recommendations for action and future research, and the potential implication for social change in Section 3

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study was to explore strategies that some bank managers use to promote employee engagement for increased organizational profitability. I conducted face-to-face semistructured interviews with five bank managers located in Toronto, Canada. The participants provided answers to the seven open-ended questions about strategies used to engage employees in the workplace for increased profitability. The study findings resulted in three major themes to increase engagement: (a) training and development, (b) effective internal communication and feedback, and (c) reward and recognition.

Presentation of the Findings

The overarching question for this research was: What strategies do bank managers use to promote employee engagement for increased organizational profitability? NVivo 12 software assisted in coding and developing themes. I assigned codes to repeated participant responses. The codes related to the study phenomenon and aligned with the content in the literature review. I grouped the codes into categories and developed three significant themes using a thematic approach. Thematic analysis involves the presentation of auditable decision trails, guiding interpretation, and representing textual data (Nowell, Norris, & White, 2017). Theme 1 is about engaging through training and development. The identified subthemes are (a) empowerment, (b) observational coaching, and (c) personal development. Theme 2 involves engaging through effective internal communication. Subthemes include (a) fostering an environment of open communication,

(b) encouraging feedback, and (c) effective listening. Theme 3 is about engaging through reward and recognition, and subthemes include (a) compensation, (b) awards, and (c) promotion. The strategies revealed by participants supported Kahn's personal engagement theory, which was the conceptual framework for the study. Table 2 includes the themes and their corresponding frequency.

Table 2

Frequency of Themes

Themes	N	Incidence
Training and development	58	40%
Internal communication and feedback	49	34%
Rewards and recognition	37	24%

Theme 1: Engaging Through Training and Development

Training and development was a common theme. All five participants contended that training and development are essential attributes to engage employees. M1 said, "Managers' responsibility is to inspire employees, lead by example, take an active part in employees' personal development, foster an environment of trust, and stimulate the desire of employees to perform at elevated levels." Kahn's engagement theory supports the notion that managers need to stimulate employees emotionally, cognitively, and physically.

Personal career development connects individuals with their work conditions because they provide opportunities for employee growth and fulfillment (Fletcher, 2019).

M1, M2, and M3 contended that creating clear work plans and timetables for employee development is an effective strategy to monitor and motivate employees to achieve their goals. Employees who perceive that they have opportunities to develop their skills are more likely to engage in the task (Fletcher, 2019). According to Kahn's engagement theory, employees cognitively engage when they perceive organizations' resources as fulfilling and satisfying. All participants noted that managers should use training and development strategies on a daily, weekly, and quarterly basis to empower employees so that they remain engaged in the workplace.

Subtheme 1: Empowerment strategies. The empowerment strategy theme confirms the tenets of Kahn's engagement theory. Kahn's theory supports the notion that psychological empowerment and perceived managers' support facilitate engagement by motivating employees and influencing their attitudes and behaviors towards the organization. M2 and M3 noted that empowerment is about job freedom. M2 stated that it is paramount to allow employees to express themselves independently when performing work roles. Participants added that empowering employees will enable them to demonstrate decision-making capabilities and management skills. Empowering is about sharing power, distributing autonomy and responsibilities to others, and allocating specific sets of leadership skills to enhance internal motivation and achieve work success (Cheong, Yammarino, Dionne, Spain, & Tsai, 2109). M1 added that empowered staff are confident in their knowledge and perform at high levels, which is evident by the customer satisfaction rating, a measure the bank uses to gauge sales effectiveness. Kahn (1990) emphasized that engagement is about employees' mental connection with their work, the

organization, and customers. Customer satisfaction is critical to the bank's long-term success. All participants stressed the importance of customer satisfaction on the bank's profitability. M1 said, "Customers satisfaction rating jumped from 58 to 73 after I became the branch manager." M1 shared the results of the customer satisfaction survey. M3 shared the branch's financial results over 5 years. The results showed that the profit increased to 122.9% over 5 years.

Each participant agreed that managers trust employees to do their jobs.

Participants stated that clarifying work expectations, roles, and responsibilities empowers employees for increased job performance. M3 and M4 contended that empowering and holding employees accountable and using periodic monitoring techniques are paramount to meeting the individuals and the team goals. Meng and Berger (2019) posited that the fundamentals for employee engagement are strong leadership, accountability, role clarity, trust, and a supportive organizational culture. Motivating individuals are instrumental in engaging employees for work productivity, and managers have a substantially positive influence on the service-oriented behavior of employees (Walumbwa, Hsu, Wu, Misati, & Christensen-Salem, 2019). M1 and M2 added that building a trust-based manager-employee relationship collectively enhances confidence and motivates employees to be involved in the decision-making process. According to M1, "managers need to engage employees through empowerment, autonomy, trust, and improved decision-making."

M4 said that engagement starts with hiring the right people and providing required training to build knowledge and confidence. M2 added that entrusting individuals with decision-making opportunities enhances employees' engagement.

According to Zheng and Tian (2019), empowerment enables managers to focus on other management tasks, making minor decisions and broader strategies to meet the long-term objectives of the organization for profitable organizational growth. Each of the five leaders agreed that bank managers support the notion that empowering individuals is an effective strategy to engage employees in the workplace.

Subtheme 2: Observational coaching. Participants agreed that observational coaching enables leaders to keep people in the right roles at the right time. M2 said, “the managers’ responsibilities are to improve employee empowerment techniques so that employees gain confidence.” M1 and M3 added that observational coaching is a valuable skill that helps managers address potential gaps in knowledge and assist employees in adapting to changing work requirements. Cetin and Askun (2018) said that observational coaching linked to organizational strategies provides a platform for knowledge sharing leading to increased engagement. Therefore, managers must examine ways through observational coaching in which employees can adapt to changes in a positive manner (Hulshof, Demerouti, & Le Blanc, 2020). M4 said, “managers use observational coaching to develop and implement strategies to minimize employee cynicism and insecurity in the business operating environment. For example, some employees become disengaged, and a manager’s role is to act to reengage the employee, which may include seeking new opportunities within the organization”. M2 suggested that coaching employees on how to adapt to business needs enable employees to remain engaged and focused.

Managers used observational coaching strategies to find solutions to problems. M3 and M4 suggested role-playing as a strategy to increase the confidence level of

employees. Managers enact behaviors that raise morality and commitment in employees, which could result in engagement (Fletcher, 2019). Each participant uses observational coaching to inspire confidence and loyalty and improve the performance of employees. Kahn noted that a positive relationship heightens awareness among employees resulting in job meaningfulness and engagement (Fletcher, 2019).

Subtheme 3: Personal development. Growth and development opportunities determine whether an employee engages or disengages in the workplace (Kahn, 1990). Participants M1 through M5 noted that employee development is essential, and learning and development reinforced by regular meetings could result in engagement. Learning strategies include knowledge building, sharing of successful practices, tracking personal growth, and devising strategies to align individuals' goals with organizational goals. Cooper, Thomas, Xu, and Saks (2018) found that learning and development result in engagement. M2 said, "Managers' support is essential to bolster learning. For example, when employees make mistakes, managers should not chastise them, rather provide employees with an opportunity to learn from the mistake."

According to M4, managers should accurately evaluate an employee's potential and provide support to aid employee development. M3 added managerial support is essential to prevent disengagement in a high-stress sales environment. According to Ibrahim, Suan, and Karatepe (2019), managers should maintain a good relationship with employees and be ready to help employees to manage problematic situations. Karatepe, Ozturk, and Kim (2019) contended that in a highly competitive financial service sector, managers need to invest time and energy to develop knowledge capabilities and skills

through ongoing product training. According to Park et al. (2018), employees may exceed work expectations if they perceive that the supervisor is willing to invest in their development. M4 confirmed that employees maintaining a high level of engagement is paramount for organizational commitment.

Bank managers benefit from Kahn's engagement technique because Kahn's engagement theory supports the notion that finding meanings in work could promote employee engagement. I reviewed the company mission statement to triangulate the statement of M1, M3, and M4 that the employee is the most valuable asset. The mission statements address the importance of shared values and working together to provide customers with expert insight and financial solutions. All participants stated that their respective organizational leaders commit to good hiring, training, and retaining practices.

Theme 2: Effective Internal Communication and Feedback

The second theme is effective internal communication. According to Lemon and Palenchar (2018), effective communication is essential for employee engagement. All participants asserted that fostering open communications enable employees to achieve organizational goals. M2 and M3 noted that open communications would allow managers to empower employees to express themselves and voice new ideas. M2 said, "Communication needs to be open, and there should be no hidden agendas. We encourage employees to share ideas or voice their concerns." The theme aligns with Kahn's (1990) view that when employees perceived the workplace as psychologically safe, they become confident and communicate without fear of retribution. The

participants posited that leaders use communications to appeal to the employee's psychological state for increasing engagement.

When employees perceive the workplace as being meaningful (the employee finds purpose in work), safe (employee feel safe to speak up), and available (manager's support provides available resources to fulfill a task), they reaffirm their commitment to engage. The findings of this study relate to Kahn's (1990) findings that the three psychological conditions (meaningfulness, safety, and availability) must be present for engagement. In interview questions 2 and 6, I explored strategies managers used to engage employees and to deter engaged employees from becoming disengaged. M2, M3, and M4 stated that effective communication is essential for employee engagement and deterring disengagement. Communication is a motivational factor that managers use to engage the employee to optimize organizational efficiency (Yup, Men, & Ferguson, 2019).

Subtheme 1: Fostering an environment of open communication. All the participants agreed that leaders foster an environment where communication is open and honest. Employees' commitment and dedication increase when they perceive leaders are trustworthy (da Silva, Nunes, & Andrade, 2019). M3 suggested that leaders influence employee engagement by inspiring, motivating, and stimulating their intellectual potential through innovative ways (Cooper et al., 2018). M2, M3, and M5 stated that managers use different communication strategies, including daily huddles, weekly face-to-face team meetings, quarterly appraisal meetings, email communications, and the use of internal social media platforms to engage employees. These strategies align with

Kahn's (1990) engagement theory supports the idea that employees need the motivation to engage at work, and leaders must devise strategies to engage them.

M4 shared a document, which showed that internal social media is emerging as the dominant communication platform, and the usage increased by over 100% since 2018. According to M2, successful internal communication strategies engender trust in the organization and creates an environment of knowledge sharing. M3 commented that the introduction of social media is essential for employee engagement. According to Ewing, Men, and O'Neil (2019), organizational leaders could increase employee engagement when using social media as a part of their internal communication strategy. M5 noted that bank leaders must be flexible and adapt to new approaches, such as using social media for internal communication.

M3 said that engagement is about devising motivational strategies that appeal to employees' values and beliefs. M1 added, "Managers who gain employees' trust are successful in motivating employees." M4 agreed that managers should know their employees professionally and personally. M4 added that taking a genuine interest in employees' personal life outside of work could help the manager to establish a relationship that transcends the work environment. According to Sutton (2020), the manager's authenticity positively influences employees' well-being and work engagement and could promote organizational citizenship behavior. M2 supported the notion that engagement at work increases when managers take a real interest in knowing the employee personally. Ahmed, Majid, Al-Aali, and Mozammel (2019) noted that

supportive supervisors boost an individual's psychological wellness, thus fostering work engagement.

Subtheme 2: Encourage feedback. M4 stated that employee engagement strategies could not work without employees' input. Manager's positive feedback on employee's performance motivates employees to meet or exceed the desired outcome. M2 stated that effective communication means managers are open and receptive to and offer feedback. According to Kwon and Farndale (2020), employee feedback plays an essential role in employee engagement and also helps managers with decision-making to improve organizational performance. M5 added feedback enhances the quality of the leader-employee relationship. According to M5, feedback could affect policy change and product development. Ruck et al. (2017) stated that organizational engagement increases when managers are receptive to employees' opinions and ideas. The company document shared by M4 showed that the firm offered a financial incentive to employees for new ideas. M5 added that financial incentives could reinforce the company's commitment to encouraging employees to embrace and share new ideas. M4 said, "Despite the encouragement to speak up, some employees remain apprehensive when it comes to providing feedback or presenting a new idea. Managers' job is to identify such employees and build trust so that the employees share ideas and exhibit behaviors reflecting team spirit."

M1 explained that open-door communication policies resulted in higher levels of engagement between managers and employees. Employees are open to sharing when they perceive managers as trustworthy. When employees trust managers, they express

themselves freely without fear of reprisal (Kahn, 1990). Employee levels of engagement increases when the management is supportive and helpful (Chaudhary, 2019). M1 and M4 stated that feedback should be bi-directional, and managers should listen carefully and consider employees' voices when devising communication strategies.

Subtheme 3: Effective listening. Active listening could deter engaged employees from becoming disengaged. M4 stated that actively listening to employees is an essential skill of a manager because through listening, a manager could provide feedback to meet employees and organizational needs. Active listening is leader-centric and should consider all employees' collective voices (Cardon, Huang, & Power, 2019). M2 stated that listening to employees could help leaders to understand effective strategies to keep employees engaged. M4 said human recourse managers conduct monthly hurdles where they seek advice and feedback about their supervisors. M4 added, "Such meetings in the absence of their immediate supervisor allow employees to discuss their supervisors' behaviors openly. In many instances, we coached supervisors based on feedback from our employees." In interview question 6, I explored strategies that leaders find impactful in preventing engaged employees from becoming disengaged. M2 and M3 confirmed that managers play an active role in challenging employees to remain engaged. M2 said that listening and understanding employees' needs is essential to keep employees engaged. Arendt, Verdorfer, and Kugler (2019) noted that high-quality relationships evolve from continuous interaction and communication between managers and employees. In contrast, a lower-quality relationship results from one-sided top-down communication in which

leaders do not interact with employees. M2 said that managers should listen and demonstrate that they care about their employees to obtain needed engagement.

Theme 3: Engaging through Rewards and Recognitions

Reward and recognition are significant for employee engagement. All participants agreed that awards and recognitions enhance engagement. Researchers contended that rewards and recognitions have a positive influence on employee engagement (Tanasescu & Leon, 2019). The tenets of Kahn's (1990) engagement theory support the notion that rewards and recognitions increase engagement. According to M3 and M4, employees respond differently to reward and recognition strategies; for instance, some like special recognition, whereas others seek attention at weekly goal-setting meetings. In response to interview question 5, M4 said, "Weekly rewards and recognitions during team hurdle played a significant role in keeping employees engaged." M2 added that one strategy the leaders use to encourage engagement is peer recognition. All participants agreed that peer recognition is the primary driver of engagement. Participants stated that they use the internal social media platform for recognition. Participants posited recognitions include awarding employees earning points, which have a monetary value for the purchase of items like movie tickets, amusement parks admission, or merchandise. M3 provided a demonstration of how the leaders use the internal social media systems for recognizing participants to drive engagement.

The other strategy the participating company used is bonding with employees outside of the workplace. M2, M3, and M4 stated that they encourage socializing outside of work. The goal is to have 100% participation in outside work activities. Tanasescu and

Leon (2019) said a competitive work environment requires organizational leaders to invest more time and effort to improve employee motivation for the betterment of individual performances and organizational success. M4 noted strategies to promote work-life-balance, and non-financial rewards exhibit kind gestures from their leaders. M3 shared financial documents that demonstrated superior business profitability. M3 added bank managers are providing appropriate rewards and incentives to motivate employees resulting in employee engagement leading to improved financial profitability.

Subtheme 1: Compensation and promotion. All participants agreed that compensation motivates employees to stay engaged and elevate the level of work. Participants M1, M3, and M5 contended that leaders provide adequate rewards and incentives to employees to promote engagement, knowledge sharing, and embrace work-life-balance. M1 added that the organization offers competitive compensation, including annual bonuses, profit-sharing, and benefits packages to obtain employees' enthusiasm. Kahn (1990) defined engagement as the ability to harness an employee's interest in the workplace. Financial incentives result in engagement and enhance performance (Kaung, Huang, Hong, & Yan, 2019). M3 provided a company document that lists company benefits, including a base salary, an annual bonus that can roll into retirement savings or paid out in cash, life, and health insurance, paid vacation, and pensions.

M2 stated that leaders link compensations and bonuses to individual and organizational performance. M2 said salary and bonuses instill a sense of pride and commitment and incentivize staff to work hard. M1 presented a document on the company pay structure and pointed out that some people work hard to reach the next pay

grade. M2 and M3 stated that customer satisfaction is a primary factor for compensation. M2 said, "Customers provide feedback, which enables managers to assess employees' customer service performance, and based on the input, employees could earn a bonus." The participants stated employee engagement depends on the manager's role and company culture. Employees' decision to show up to work, put forth their most productive efforts, and their decision to stay with the organization depends on the work environment and company culture (Burnett & Lisk, 2019). According to Kahn's theory, employees' decisions to engage or disengage in work depend on the relationship between employees' experiential conditions and work context (Kwon & Park, 2019).

According to M1, company leaders send customer satisfaction surveys regularly to customers in which customers rate their business experience on a scale of 0–10, with 10 being the highest. M1 added employees strive to receive 10 on every survey. I received a customer satisfaction survey report that showed a high score for the M1 branch. I also reviewed a compensation grid provided by M3 to triangulate findings as part of the study. I also noticed that the compensation and potential bonus payout to employees were as high as 50% of the base salary. M3 added that bank leaders use customer survey results, bonuses, and pay grids as an incentive to coach employees to obtain desired results. M3 company leaders focus on employee's ambitions and design development plans to help to meet bonuses and raise criteria.

Subtheme 2: Awards. M1, M2, and M5 contended that rewards and incentives are primary drivers for an engagement at the bank. All participants agreed that the team awards incentivize people to work as a cohesive team. M2 and M4 noted that people

connect individual success to the team's achievements. M2 said employees want to be successful, thus implementing strategies that promote teamwork could create an atmosphere of pride and result in a connection to the group. Employees who desire to perform effectively at work allocate their cognitive energies (Kahn, 1990) across many tasks required in their job (Newton, LePine, Kim, Wellman, & Bush, 2020). According to Wushe and Shenje (2019), employee incentive programs are useful in engaging employees around a common purpose. M2 said, "Our branch won the team leadership awards for 2 out of the past 4 years, which demonstrates our successful engagement strategies." M3 noted that the company's policies include creating friendly competition amongst the employees and rewarding the employees for performance improvement.

M1 added that winning awards motivate employees to work harder to develop new skills, take on new initiatives, and excel in the role requirements. M2 stated that managers could contribute to employees' success by helping them turn their jobs into careers. Kahn's (1990) engagement theory connects to the findings that awards and incentives motivate individuals to connect with the organization. M2 and M3 added that being successful is more than getting a promotion. M2 stated that success also means taking courses internally and externally to enhance skills. Researchers found that increasing employee competencies stimulate performance beyond expectations in the workplace, resulting in increased organizational output (Kataria, Garg, & Rastogi, 2019). M4 said improving skill sets could help employees overcome weaknesses and provide strengths to compete for promotions.

Subtheme 3: Promotion. The participants stated that creating career advancement opportunities motivates employees to apply more effort at work. M2 contended that the manager's role is to help employees advance in their careers. According to M1 and M3, employees should demonstrate a willingness and possess the ability to improve in the company. According to Sheaffer, Levy, and Navot (2018), promotional aspiration may stimulate employees to excel and outperform other employee's performance, conduct, or commitment to corporate goals. M4 stated that developing and implementing strategies for advancement enhances employees' desire to work hard and increase loyalty toward the company. M4 noted that while the promotion is effective in employee engagement. A leader's job is to identify what motivates employees based on their desires and provide the appropriate job enrichment strategies to keep them stimulated and engaged. M3 and M5 added that manager's support could act as a catalyst to increase the employee's desire for career advancement. Researchers considered engagement as an essential motivational tool that unlocks employees' full potential, which then increases the likelihood of achieving and sustaining higher performance (Soares & Mosquera, 2019). Kahn's (1990) engagement theory is about motivation and self-efficacy, which comes from an employee's degree of confidence and knowledge, two of the criteria necessary for promotion. According to M2, "Employee confidence and knowledge are two criteria bank managers find it important to motivate employees to exceed job expectations and achieve high levels of engagement.”.

Applications to Professional Practice

This study's objective was to examine successful strategies bank managers used to promote employee engagement for increased organizational profitability. The finding of this study includes specific strategies that managers can adopt to foster employee engagement, enhance performance, and achieve organizational goals. The strategies include three overarching themes: (a) training and development, (b) effective internal communication and feedback, and (c) rewards and recognitions. Disengaged employees can be detrimental to organizational performance and profitability. This qualitative case study demonstrates that employee engagement through training and development, effective internal communication, and reward and recognition can increase employee engagement and organizational profitability. Leaders should identify and implement strategies that positively engage employees as well as enhance organizational goals.

Bank managers' ability to obtain commitment and engage employees through the successful implementation of training and development programs could enhance employee knowledge, leading to improved productivity and career advancement for employees. The second theme revealed the need for effective internal communication and feedback to engage employees for enhanced productivity. Internal communication is a management function designed to exchange information among members of an organization to engender understanding (Ewing et al., 2019). Internal communication that is reciprocal and employee-centered enables the channeling of business-related information so that employees are aware of business policies and expectations. Employee centered internal communication help employees to align their interest with

organizational goals and policies. Value-added internal communication helps the employee to understand the business, share best practices, learning from each other, and help employees feel informed (John, 2019). Banks managers could benefit from devising communication strategies that encourage employee participation daily. The third strategy rewards and recognitions result in bank employees placing a high value in their work leading to improved productivity. Kaung et al. (2019) contended that rewards and recognitions act as a motivator for enhancing engagement. Rewards and recognitions constitute respect, appreciation, praise, and financial incentives. Rewards and recognition are essential to enhance employee engagement, engendering followers to contribute to the success and effectiveness of the organization (Maamari & Majdalani, 2017).

Implications for Social Change

Employee engagement results in increased productivity, customer satisfaction, financial returns, and sales (Young, Glerum, Wang, & Joseph, 2018). Effective engagement strategies could enhance performance leading to increased organizational profitability. Engaged employees are less likely to leave the company. When competent employees leave an organization, it negatively impacts the morale of employees who stayed behind and also corporate revenue (Pandita & Ray, 2018). When employees find a sense of purpose at work and belonging to the team, they fully engage in their workplace. Fully engaged employees find meaning to work and less stressed, resulting in inner happiness and job satisfaction. Engaged employees take pride in their work, positively influence others, boost morale, make fewer mistakes, and are productive (Burnett & Lisk, 2019). Engaged employees who perceive their work as meaningful and purposeful work

harder, elevating the quality of service to internal and external customers, while creating a positive experience for all the stakeholders. Increased productivity could result in cost savings for the bank. Profitable business leaders commit to charitable giving to social causes that make sense to their business, such as cancer support and disaster relief, as a part of corporate social responsibility. Moreover, employees taking pride in their companies through engagement are likely to volunteer in company-related social initiatives, which could benefit the community at large.

Recommendations for Action

Bank managers can implement various strategies to engage the employee to increase profitability. Researchers contended that the supervisor plays an essential role in enhancing employee engagement (Wu & Wu, 2019). The findings of the study revealed a positive relationship between managerial strategies and employee engagement. Bank managers need to ascertain whether the results of this study align with their business vision and values. Leaders should develop and implement identified engagement strategies for a positive effect on employee engagement and organizational outcomes. All participants in this study explained that successful engagement strategies promote engagement, increase performance, and have a positive impact on financial and non-financial results. I will publish the study in the Pro Quest/UMI dissertation database. I will also seek to present the results of this research at seminars and other professional forums and industry-relevant conferences.

Recommendations for Further Research

The sample included bank managers in a single company located in Toronto, Canada. A multiple case study with a larger sample size may contribute to a richer understanding of the research phenomenon. I recommend that future researchers explore successful employee engagement strategies using a larger sample from multiple companies in the same industry, covering an expanded geographic area. The participants in this study were bank managers. Future researchers should explore engagement strategies from the employee's perspective to promote engagement. The employees' views may differ from the leader's beliefs and could add insight into the phenomenon of work engagement.

Another recommendation is future researchers could focus on using a quantitative methodology to examine the relationship between employee engagement and leadership style, compensation, and corporate reputation. Examining the relationship between the employee and the factors contributing to engagement could provide managers with new knowledge about strategies to reduce disengagement and promote engagement for performance and profitability. Finally, I recommend that future researchers use a mixed-method approach to examine the relationship between employee engagement, leadership style, and compensation. Using a mixed-method could enable a researcher to understand the phenomenon in depth by using statistical tools and subjective interpretation of interview data.

Reflections

The Doctor of Business Administration program (DBA) was challenging. The process required an enormous commitment, time management, and balance between work, life, and school. The process required discipline and self-awareness. At times, it appeared overwhelming. However, the Walden University community provided support that helped me stay focused and engaged. The rigors of the DBA program included countless hours of learning to write in a scholarly fashion.

Gaining access to five qualified participants presented a challenge. It took me 4 weeks to complete the interviews because of scheduling conflicts. The participants provided a wealth of knowledge about strategies to maintain a high level of employee engagement. I am grateful for the bank managers who volunteered their time and expertise. Engaging employees in the workplace is my job at work. I am passionate about employee engagement for increased organizational profitability. The study findings resulted in strategies that could enhance bank managers' leadership abilities while increasing employee engagement in my current role.

Conclusion

The qualitative single case study objective was to explore strategies that bank managers in Toronto Canada use to promote employee engagement. Developing and maintaining a highly engaged workforce requires influential leaders who could inspire and motivate employees. A good leader must devise strategies to engage employees that lead to meeting organizational goals while keeping individuals' interests in mind. Guided by Kahn's engagement theory as a conceptual framework, the identified strategies to

engage employees include (a) training and development, (b) effective internal communication and feedback, and (c) reward and recognition. The training development strategies create a roadmap for employee success, job security, and business growth. Effective internal communication and feedback could facilitate a good relationship and trust. Rewards and recognition enable a feeling of a valued individual. These strategies result in job satisfaction, organizational commitment, and intention to stay, which are the primary attributes of fully engaged employees.

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Appendix A: Interview Protocol

Interview: Exploring strategies that will promote employee engagement for increase profitability in the Canadian banking sector.

Guidelines

1. The interview will take place in the participant's office or private room.
2. The interview consists of 30-45 minutes of uninterrupted time.
3. I will show interest, care, and concern for all research participants.
4. I will use interview skills so that participants may share their experiences
5. I will have a note pad to write down key information.
6. With the participant's approval, I will record the interview.

Opening Script

My name is Curt Henry. The purpose of this study is to explore the strategies to promote employee engagement for increase profitability in the Canadian banking sector. The interview will consist of a brief conversation about the research purpose and getting your consent to proceed with the remainder of the interview. I would like you to feel comfortable while answering the questions. There are no right or wrong answers. Please review this consent form (I will hand out the consent form). If it is ok with you, I will be tape recording this interview, as stated in the consent form (I will turn on the recording).

Interview Questions

1. What strategies do you use to reduce voluntary employee turnover?
I will ask follow up questions.
2. What strategies have you found most effective in reducing voluntary employee turnover?
I will ask follow up questions.
3. What were the barriers you encountered in implementing the strategies for reducing voluntary employee turnover?
I will ask follow up questions.
4. How did you overcome the barriers you encountered in implementing the strategies for reducing voluntary employee turnover?
I will ask follow up questions.
5. How do you measure the effectiveness of strategies for reducing voluntary employee turnover?
I will ask follow up questions.
6. What motivational factors have you found important when attempting to reduce voluntary employee turnover?
I will ask follow up questions.
7. What additional information would you like to share regarding strategies to reduce voluntary employee turnover?
I will ask follow up questions.

Closing Script

Thank you (Name). This study can add value to your stakeholders and contribute successful employee retention strategies to industry research. I will be providing you a summary of my interpretations of your answers to the interview questions. I will send you an email with this information for you to review to ensure that I interpreted your responses and information correctly.