Walden Dissertations and Doctoral Studies

2017

Improving Employee Engagement through Strategic Planning by Human Resources Professionals

Victoria L. Benson
Walden University

Walden University

College of Management and Technology

This is to certify that the doctoral study by

Victoria Benson

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee
Dr. Jamiel Vadell, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Jaime Klein, Committee Member, Doctor of Business Administration Faculty

Dr. Rocky Dwyer, University Reviewer, Doctor of Business Administration Faculty

Chief Academic Officer
Eric Riedel, Ph.D.

Walden University
2017

Abstract

Improving Employee Engagement through Strategic Planning by Human Resources

Professionals

by

Victoria L. Benson

MA, Webster University, 2004

BA, University of Central Florida, 2001

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2017

Abstract

Turnover rates are climbing every year, with a lack of engagement cited as a top reason, costing employers money in lost productivity. Slightly over one-third of workers worldwide consider themselves engaged. Employers are at risk of losing top talent due to a lack of engagement. Business leaders need to adapt to changing engagement practices invoking human resources (HR) as a strategic business partner. This study focused on strategic planning tools HR leaders in used to increase employee engagement. Interviews with leaders in a small-sized cloud-based data storage company in the Southeast region of the United States, were analyzed to identify themes. The inclusion of Bandura's social cognitive theory to increase self-efficacy was evident in the research as an important technique to increase success. Face-to-face interviews were conducted with the top 2 leaders from a small-sized cloud-based data management company in Orlando, Florida. Data collected from interviews were transcribed and coded to analyze emerging themes. Three themes discovered as strategic planning tools were feedback, timeframe, and leadership. The results of this study could contribute to social change by assisting employers in understanding the value of a successful strategic plan for employee engagement in lowering turnover. Lowering turnover in the immediate Orlando, FL area leads to lowering unemployment throughout and outside of the state. When employers understand the relationship between engagement, leadership, and human capital can shift employee self-efficacy and increase job satisfaction. Involving HR at the ground floor of an organization can provide much-needed balance and personnel management to increase overall engagement, reduce turnover, and impact municipal and regional businesses.

Improving Employee Engagement through Strategic Planning by Human Resources

Professionals

by

Victoria L. Benson

MA, Webster University, 2004

BA, University of Central Florida, 2001

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2017

Dedication

I dedicate this to all my family, but especially my husband, Brent, without whose love and support I could not have completed this journey. Moreover, to my children, Audrey and Andrew, who will hopefully understand this degree as an answer to the question: "why do you have so much homework?" I would still prefer you call me mommy; I love you all to the moon and back. Finally, to my mom who would have been most proud and who instilled in me the importance of education, I miss you every day.

Acknowledgments

I would like to thank all those who have helped in my journey, especially my classmates who supported each other in ways no others could. I acknowledge my chair, Dr. Jamiel Vadell, and SCM, Dr. Jamie Klein, who have provided encouragement, dedication to their students, and patience. I also acknowledge Dr. Turner and my other committee member Dr. Dwyer for maintaining the high standards of doctoral work. Thank you all for your focused direction and feedback throughout this journey.

Table of Contents

List of Figures

iv

Section 1: Foundation of the Study

Employee engagement is a focus for human resources (HR) professionals and senior level leadership when they anticipate limiting turnover intention and increasing productivity of employees (Barrick, Thurgood, Smith, & Courtright, 2015). Chambers (2015) stated HR professionals are changing the definition of their job, becoming more involved in all areas of business, as the working population adjusts to new generations and new expectations of employee and employer. With these changes, company leadership faces challenges on how to increase engagement. Adopting new strategic plans focused on engagement is one way to address these issues. The intention of this study was to explore strategic planning tools used by HR professionals with successful engagement programs.

Background of the Problem

Small-sized cloud-based data management companies increased in number of new businesses in 2015 by 28% (Synergy Research Group, 2016). With any business, particularly those on a growth curve, employee engagement is critical to sustaining positive employment culture and maintaining a productive environment (Chambers, 2015). Job satisfaction, burnout, and employee engagement are the focus of many studies about turnover and correlation to the success of organizations (see Barkhuizen, Rothmann, & van de Vijver, 2014; Quinn & Thorne, 2014; Schubert-Irastorza & Fabry, 2014). Individual attitudes and efficacy are the baselines of a positive environment, the leadership's vision also affects employee engagement (Surijah, 2016). Strategic planning

tools may show leadership, including HR, an understanding of how to enhance engagement of their employees.

Financial costs of turnover vary depending on recruitment costs, but skill sets, knowledge, and time are invaluable costs associated with employee terminations (Ballinger, Craig, Cross, & Gray, 2011). When an employee intends to terminate his or her position, his or her attitude and engagement at the time may determine the actual cost to the employer (Al-Emadi, Schwabenland, & Qi, 2015). Employee engagement becomes an opportunity for leaders to reduce cost and maintain, or even grow, productivity by increasing satisfaction (Truss, Shantz, Soane, Alfes, & Delbridge, 2013). Many senior management leaders now look to HR professionals for their understanding of engagement and insight into matters dealing with personnel (Chambers, 2015). Human resources management (HRM) is defined as the leading of the human resources and personnel functions of a business operation (Bal, Kooij, & De Jong, 2013). Bal et.al, reiterated the notion of HRM as the foundation for increased engagement and studied the positive correlation between effective HRM strategy and productive employees.

Problem Statement

HR professionals must adapt to changing employee engagement practices or risk losing top talent to other organizations (Chambers, 2015). Over 3.1 million individuals quit their jobs in 2015, increasing the turnover rate by over 326,000 people from the previous year (Bureau of Labor and Statistics [BLS], 2016). The general business problem is employees' engagement wanes with a lack of focused strategic planning from HRM, leading to lost profitability. The specific business problem is some HR leaders in

small-sized cloud-based data storage companies lack the strategic planning tools
necessary to increase employee engagement.

Purpose Statement

The purpose of this qualitative single case study was to explore strategic planning
tools HR leaders in small-sized cloud-based data storage companies use to increase
employee engagement. The targeted population for this study was HR leaders working
for one small-sized, cloud-based data storage company with fewer than 100 employees in
Orlando, Florida who have successfully used strategic planning tools to increase
employee engagement. The results of this study may provide business leaders techniques
and tools to improve employee engagement. Implications for social change include a
more engaged workforce leading to lower turnover and unemployment rates, positively
contributing to the local economy by reducing the cost of unemployment claims as well
as increasing consumer spending in the immediate area.

Nature of the Study

I used a qualitative research method for this study as the goal of this research was
to understand employee engagement strategies. Researchers use qualitative methods to
provide a deeper understanding of specific information and explore why a strategy works
rather than explaining what phenomena have occurred (Anyan, 2013; Barnham,
2015). The qualitative method was relevant for understanding strategic planning tools
used in engagement practices through strategic design. Quantitative researchers focus on
numbers and data collected around a phenomenon (Anyan, 2013). The quantitative
research method was not appropriate as I sought information on behaviors and

motivations from individuals with similar situations. Mixed methods researchers use a combination of both qualitative and quantitative research methods to incorporate numbers and in-depth understanding of a phenomenon (Hesse-Biber & Johnson, 2013). As mixed methods research is both quantitative and qualitative and I only used qualitative research, the mixed methods approach was not applicable to this study.

I used a single case study design for this study. The intent of this research was to explore strategic tools of engagement providing results for potential use across other similar companies. The four other designs used in qualitative research are phenomenology, grounded theory, narrative, and ethnography. A case study like phenomenology explores multiple viewpoints surrounding an event, but does not detail a lived experience as does the phenomenology design (Graziano & Raulin, 2013). Grounded theory researchers focus on inducing theory by analyzing data complied within a specified timeline (Johnson, 2015). The purpose of this study was to explore strategic tools used today, without a collection of data over the course of a definite time. A narrative was not appropriate as researchers utilize narratives to study a single individual, and this study will involve several people. Ethnographic researchers study cultural experiences over prolonged periods (Hoolachan, 2016). Ethnography was not appropriate as the culture within an organization is not a shared long-term experience because individuals join and leave businesses for varying reasons, bringing other experiences and cultural beliefs with them.

Qualitative Research Question

Designing a quality research question requires a foundation with an underlying agenda (Malhotra, 2013). The foundation or ground level is employee engagement with HR leaders on the main floor. The research question for this study derived from the problem statement was: What strategic planning tools can HR leaders in small-sized cloud-based data storage companies use to increase employee engagement?

Interview Questions

To assist in answering the research question, I used an open-ended semi-structured interview. The interview questions were developed to allow participants to respond to each question with details about strategic engagement tools. The interview questions were as follows:

1. What strategic planning tools do you have in place for employee engagement?

2. How did you find those specific planning tools?

3. How did you design your engagement strategy using the planning tools?

4. How are those strategies implemented?

5. How do you know when your employees are engaged?

6. How do you evaluate the effectiveness of the planning tools?

7. How are other leaders informed about and responsible for engagement?

8. How do you maintain engagement?

9. How often do you review your engagement strategies?

10. Who is involved in the engagement strategy review?

11. What else can you add that would be relevant to this study?

Conceptual Framework

Bandura's (1977) social learning theory links personal efficacy beliefs and behaviors to motivation and effort. In his theory, Bandura suggested if an employee has high self-efficacy based on a perception of the surrounding social culture and managers, his or her engagement will be higher. The social learning theory was relevant to this study because it helped to explore how HR leaders create strategic planning tools influencing self-efficacy and culture, ultimately increasing engagement. The concept of social learning theory later evolved into social cognitive theory (SCT) to highlight the role reasoning played in Bandura's theory (Bandura, 1997). Bandura explained SCT is a motivator for self-efficacy as it involves personal investment and effort, but is reactive to others, using reasoning to justify individual behavior. External forces can be pivotal for self-efficacy. External factors affect engagement when influencing culture and value on a personal level (Vera, Le Blanc, Taris, & Salanova, 2014). Vera et al. linked SCT to self-efficacy and engagement of employees by comparing individual reactions to perceptions of others engagement.

HR departments, as the personnel division focusing on human capital, influence engagement and culture through programs, benefits, and work environment, affecting an employee's perception of value and self-efficacy (Bal et al., 2013). HR leaders and teams are expected to assist in creating or changing a culture, evaluating engagement, and acting as liaisons for executive management and line employees (Bal et al., 2013). Integrating Bandura's SCT as an example of how to design and maintain engagement, leaders can affect the engagement of individuals. In groups, an individual's

beliefs and self-efficacy can be either a detriment to the team or a strong leading force for motivation and engagement (Vera et al., 2014). Using strategies designed by HR leaders, Bandura's SCT showed relevancy to employee engagement by exposing disengaged employees in groups and managing those employees throughout the organization.

Operational Definitions

Definitions ensure understanding without interpretation. This section provides a list of terms expressed in this study.

Efficacy: Efficacy is the belief in one's ability to perform (Bandura, 1997).

Engagement: Engagement is the effort, enthusiasm, and fulfillment in work activities (Vera et al., 2014).

Workplace Performance: How an employee satisfies their job requirements is the definition of workplace performance (Rofcanin, Las Heras, & Bakker, 2016).

Assumptions, Limitations, and Delimitations

Some things may be out of the researcher's control to test or expect, which may subject the study to weaknesses (Yin, 2016). Assumptions, limitations, and delimitations can cause a study to be less reliable. By acknowledging the assumptions, limitations, and delimitations, the researcher performs a risk assessment and evaluates the impact of the research (Berner & Flage, 2016).

Assumptions

Assumptions are truths individuals accept in research (Yin, 2016). Assumptions can be instrumental in qualitative research, shaping the way a researcher views data (Kirkwood & Price, 2013). Assumptions made in this study involved the role of HR

professionals within the organization (Knafl, Leeman, Havill, Crandell, & Sandelowski, 2015). One assumption was the ability of HR leaders to create or change a culture and increase employee engagement. I assumed the interviews I conducted would be answered truthfully by the participants. Another assumption was in the applicability of a small sample size to other businesses, where all participants have the education and experience required to be a qualified representative, the size may not be an accurate depiction of similar organizations (Wargo, 2015).

Limitations

Limitations narrow research as well as an awareness of restrictive data (Uri, 2015). Some limitations were evident in this study including the number of participants available and the potential bias of the employee. Qualitative research is not generalizable, and this study was dependent on the perceptions of a small group of managers (Kirkwood & Price, 2013). Although researchers take precautions, the chance of subconscious bias is possible which is limiting to a successful outcome (Yin, 2016). A small company with a sample size of two individuals in this study could preclude the reality of application to larger organizations (Wargo, 2015).

Delimitations

Delimitations can be defined as characteristics that limit the research scope and boundaries (Knafl et al., 2015). Specifying the role and perception of leaders used for this study is a delimiting factor (Uri, 2015). Other delimiting factors were the specific geographic location of the research study due to accessibility, focusing on a single

company versus multiple organizations, and the number of managers involved in the study (Kirkwood & Price, 2013).

Significance of the Study

All strategic plans require reevaluation on a regular and continuing basis to ensure programs are compliant, effective, and efficient (Miller, 2016). Management creates organizational reviews on strategy and plans as a consistent ongoing platform for stabilization or growth for the business, and all programs within a company should do the same, especially when involving employee engagement (Miller, 2016). Being able to understand, evaluate, and practice active engagement techniques and tools has the potential to create a more engaged societal workforce. Only approximately one-third of employees worldwide rank themselves as highly engaged (Jesuthasan, 2017). With the right tools and available resources, HR and executive leaders can evaluate their organizations to determine the level of engagement required to enhance the organization, increasing profitability and national commerce (Al-Emadi et al., 2015). Engaged employees lead to less turnover and unemployment, which creates more sustained and even increased local economies (Memon, Salleh, & Baharom, 2016).

Contribution to Business Practice

HR professionals' roles are changing as is the landscape of the working environment (Chambers, 2015). Chambers suggested new criteria for job satisfaction includes engagement, work-life balance, and personal purpose. Adaptations to new technology creating virtual spaces and office structures, are new territory for many businesses (Chambers, 2015). As younger employees have differing needs than previous

generations, HR leaders must change engagement practices to fit the needs of this new workforce. Whether in Florida or throughout the United States, an employee's engagement level is essential to his or her overall well-being and ultimately the success of the organization. Performance links to engagement and HR departments can be useful in managing employee engagement (Truss et al., 2013). This link can affect business in both positive and negative ways. By increasing engagement and thereby performance, business leaders can find a definite connection between output and productivity. A lack of engagement could lead to negative consequences creating discontent, chaos, and loss of functionality (Truss et al., 2013).

Implications for Social Change

Schubert-Irastorza and Fabry (2014) suggested that pay, promotion, and social interaction play a significant role in continued engagement from an employee viewpoint. A disengaged employee has the potential for voluntary turnover, and a company's leadership can minimize turnover costs by simply focusing on engagement (Memon et al., 2016). Mimicking a successful strategic plan created by HR can have a positive outcome on businesses locally and globally by lowering turnover and unemployment.

<div align="center">

A Review of the Professional and Academic Literature

</div>

Following is a review of the literature surrounding engagement and the impact on employees. The research question for this study was: What strategic planning tools can HR leaders in small-sized cloud-based data storage companies use to enhance employee engagement? For the search, I focused on several factors, including both the positive side of engagement and the adverse effect of a disengaged workforce. I reviewed 94

documents, articles, books, and publications, with 87% published between 2013 and

992017. Seventy-six references (90%) are peer-reviewed articles and publications within

5 years of the study, while seven (10%) are also peer-reviewed articles that are older than

5 years of the study. Ten references (8%) are books used to explain the effects of

engagement and the theories regarding social behavior and workplace satisfaction.

ProQuest, government websites, Organizational Development, HR, and HRM Journals

were the main search engines. Search terms included: *engagement*, *culture*, *strategy*,

retention, and *HR*.

  I focused my research on the combined components of engagement and HR as

they related to one another, and the success of businesses with active engagement through

retention or company accolades. The intentions were to review the following: (a) human

resource strategies for engagement, (b) preservation of quality and engaged employees,

(c) maintenance of workplace satisfaction and continued employment, and (d)

independent and social behavioral influences. The following review incorporates

descriptions of engagement, HR involvement, and strategic tools from various works of

literature. The results of the literature review include an analysis of Bandura's social

cognitive theory as it relates to employee engagement.

Definitions and Evolution of Engagement

  An evolution of the evolving terminology of satisfied employment environments

requires an explanation. Schubert-Irastorza and Fabry (2014) studied the use of the term

job satisfaction to evaluate a satisfied employee from the early 1900s to the 1960s. They

reported satisfaction derived from an employee's feelings of success and contentment.

Following this period was the study of burnout as a physical and specific reaction to overwork. Sinatra, Heddy, and Lombardi (2015) discussed the effects burnout has on job satisfaction and the need for additional research in the areas of employee fulfillment. In the 2000s, researchers narrowed focus on the engagement of employees (Sinatra et al., 2015). Schubert-Irastorza and Fabry suggested engagement, though related to job satisfaction, had previously been researched by scholars as a part of attitudes and approaches to the workplace. Sinatra et al. described different types of engagement as emotional, behavioral, and cognitive. All categories of engagement can be internally motivated or externally enforced or enhanced (Sinatra et al., 2015).

Schubert-Irastorza and Fabry (2014) noted the differences in perspective from a generational viewpoint regarding the attitudes and expectations of workers. It is imperative for leaders to understand generational differences in their employees to assist with creating a sense of belonging which can contribute to the employee's emotional engagement (Sinatra et al., 2015). Engaged employees are participating in cognitive engagement when they choose to self-regulate and find purpose and meaning in their work (Sinatra et al., 2015). The energy and determination of an engaged employee defines behavioral engagement (Sinatra et al., 2015). Each of these types of engagements is about individual participation.

HR leaders can assess the needs of organizational and singular engagement (Ozcelik & Uyargil 2015). Schubert-Irastorza and Fabry (2014) discussed the significant impact of positive psychology on employee satisfaction, stating increased positive feedback, environments, and leadership, led to employee satisfaction rising year after

year in the organizations they studied. Changing the focus on the environment of the business from the negative aspects of employees to what leaders can change to encourage, motivate, and engage workers led to increased employee satisfaction (Schubert-Irastorza and Fabry, 2014). Schubert-Irastorza and Fabry suggested active environments involving employees in strategy and day to day operations are impacted from employee's reactions and is a natural influence on work engagement. Schubert-Irastorza and Fabry implied different managers have the potential to change their organization with the assessment and incorporation of the HR managers.

SCT and Engagement

SCT involves the reasoning of the actions of individuals (Bandura, 1997). Employees can justify their actions using the reasoning of following the actions of leadership and others (Bandura, 1997). Engagement relates to and affects the responses of others (Vera et al., 2014). Vera et al. discussed the self-efficacy connection with workplace engagement, stating with increased self-efficacy there is significant increased engagement leading to using SCT as the catalyst to change the culture. Leadership and the attributes of employees alter the culture of businesses (Bal et al., 2013). HR professionals can assess the current culture of an organization and use SCT to design strategies using the desired actions of leadership (Bal et al., 2013).

Bakker, Rodríguez-Muñoz, and Vergel (2016) studied the SCT on engagement through imitating co-workers. The authors sought to discern the effects of employees and coworkers modeling the behaviors of other satisfied colleagues and leaders, also called job crafting, and found employees were more engaged when leaders were also engaged

(Bakker et al., 2016). Bakker et al. also discovered a clear corroboration between employee engagement and environment where employee engagement relates positively to an employee's work environment (Bakker et al., 2016). Researchers use the SCT to suggest the behaviors and attitudes of others influence the business climate, whereby engagement is a direct result of the environment (Bandura, 1997). The environment of an organization can transform through individual perception of available resources such as other coworkers' availability, training, and social support (Lorente, Salanova, Martínez, & Vera, 2014). Combining personal resources and job resources with positive perceptions of leadership and other employees aligns with the SCT predictors (Lorente et al., 2014).

Through the theoretical lens of SCT, HR professional can design multifaceted engagement strategies, focusing on individual perceptions, group perspectives, and organizational interactions (Fearon, McLaughlin, & Morris, 2013). Clear communication and action from executive leadership is imperative when strategizing, especially when the purpose is to change. Following the SCT, Bandura (2007) suggested, helps HR leaders be cognizant of interactions between coworkers and perceptions. Any size organization, from small private entities to large businesses, have leaders who can practice the SCT to employ positive perceptions of leadership and individuals (Bo-Chiuan, Wen-Hai, & Ding-Guo, 2015).

Indicators of Employee Engagement

The measurements of job satisfaction, burnout, and work engagement vary, but all include the basic commonality of pay, promotion, and growth opportunities (Schubert-

Irastorza & Fabry, 2014). Researchers use multiple tests as tools to assess levels of

satisfaction and engagement as a collective expression of an employee's well-being

(Schubert-Irastorza & Fabry, 2014). Sinatra et al. (2015) listed challenges of measuring

engagement, including (a) the interpretations of the definition of engagement, (b)

personal and developmental differences, and (c) using a single instrument. As stated

previously, leaders may have differing perspective and definition of engagement, Sinatra

et al. discovered these differences create a challenge in which definition to measure. The

personal and developmental differences of employees is challenging to measure in

engagement because the results of surveys are skewed based on the preferences and

stages of employees (Sinatra et al., 2015). Choices in gauging employee engagement

create an excellent opportunity to provide detail to existing research as well as continue

to develop new ways to define and evaluate engagement (Ozcelik & Uyargil 2015).

   Job satisfaction. Job satisfaction often correlates with employee engagement and

turnover; the higher the satisfaction, the higher the engagement, and the lower the

turnover (Schubert-Irastorza & Fabry, 2014). Quinn and Thorne (2014) focused on

Texas public employees and discovered several reasons for turnover, including high

stress, opportunities elsewhere, and inadequate supervision. Due to these challenges and

the higher rate of anticipated retirements, Quinn and Thorne defined the specific factors

related to the decrease in job satisfaction at tertiary institutions and included the

environment as a single factor. The authors used a behaviorist epistemological approach,

citing Skinner and his research on the effect of environmental factors on individual

behavior (Quinn & Thorne, 2014).

Truss et al. (2013) noted where satisfaction and engagement were high, business was profitable. Quinn and Thorne (2014) hypothesized quality of work, total compensation, and supervisor effectiveness are positively and significantly related to one another and job satisfaction. Quinn and Thorne used a correlational model and structural equation modeling (SEM) to analyze data gathered through survey responses from staff employees at seven public 4-year higher education institutions in Texas. The results did not indicate significance in organizational effectiveness, quality of work, total compensation, or supervisor effectiveness as an indicator of job dissatisfaction (Quinn & Thorne, 2014). The results are likely an outcome of delimited data collected and not interpreted as a business leaders understanding of organizational effectiveness.

Lack of engagement. Burnout is the antithesis of engagement (Studer, 2015). Barkhuizen et al. (2014) defined negative employee engagement practices using burnout to describe a lack of energy and responsiveness to the needs of the job or other employees. Barkhuizen et al. compiled data using job demands and job resources as a standard for evaluation and explanation of burnout and work engagement. They surveyed 2,000 randomly selected staff from six South African universities. The team sorted the data into a list of characteristics which included age, education, and gender. Participants were a mix of teachers (30%) and staff (70%), ranging in age from 30-65, and level of education from High School diploma to terminal degree (Barkhuizen et al., 2014). Barkhuizen et al. determined burnout was negatively related to work engagement and positively related to job demands while also inferring that the availability of job resources increases work engagement.

A lack of appropriate job resources is one possible example why some employees become disengaged. However, Barkhuizen et al. (2014) said not all burnout can be traced back to the lack of job resources. Some burnout occurs due to personal issues or general characteristics of the individual. Henson (2016) suggested leadership has a significant impact on the probability of employees suffering burnout. Leaders showing empathy and engagement with their staff should be recruited and maintained as leaders within their businesses to reduce the incidence of burnout (Henson, 2016). Motivation and energy are key components of driving business process, suggesting people with a higher tendency for optimism focus more on what resources are available rather than what the job demands (Barkhuizen et al., 2014). Characteristics including positive attitudes and energy in managers will also assist in reducing burnout.

Emotional and physical reaction to a lack of engagement. A lack of engagement can manifest in physical ways, negatively affecting the health of employees and businesses profitability (Conway, Fu, Monks, Alfes, & Bailey, 2015). Shuck, Twyford, Reio, and Shuck (2014) discussed the cognitive, emotional, and behavioral effects of a disengaged employee. These effects can cause an employee to show decreased outputs of performance, resulting in poor performance, poor review, and possible disciplinary actions (Shuck et al., 2014). Perceived support of personal values increases employee emotional engagement and manifests in positive attitudes (Shuck et al., 2014). The physical reaction of disengaged employees can exhibit signs of excessive leave, more than once a week, due to actual or potential illness. When employees have

less time at work, productivity is affected not just by individual performance, but team and group efforts as well.

Evaluation of Engagement

Evaluating the individual responses to specific questions, such as in employee surveys, can assist in finding patterns and commonalities (Bakker & Schaufeli, 2003). Ozcelik and Uyargil (2015) stated compiling data from the consensus of team members is valuable in discussing traits of teams and their successes and failures. It is important to understand surveys are not the only way to evaluate engagement levels, but can be used to create a foundation of data (Sinatra et al., 2015).

Employee surveys. Surveys asking workers to assess their standard of engagement with an organization are the most efficient way to receive feedback compared to individual interviews (Mayo, 2016). Surveys can consist of a series of simple questions created by the surveyor or a more formal assessment tool such as the Utrecht Work Engagement Scale (UWES) updated by Bakker and Schaufeli in 2003. The UWES was designed to differentiate between burnout and engagement (Bakker & Schaufeli, 2003). Byrne, Peters, and Weston (2016) studied the UWES as a valid tool for measuring engagement and endorsed it as a useful assessment for capturing job attitudes.

As Mayo (2016) reported, a challenge with surveys is understanding responses. While some employees may be disengaged, others may simply be having a bad day. Another way to recognize and compare engagement between employees is through consistent or excessive time off, happening more than once a week, every week. Mayo suggested other actual performance and productivity measures might be the best indicator

of engagement levels, such as sales and financial goals. With many administrative and support areas not providing revenue, value and return on investment are difficult to assess.

Group Measurements. Measurement as a group can help determine the consensus of a team but is limited in its ability to understand collective awareness (Barrick et al., 2015). Measuring a team's engagement as a group is relevant in terms of differentiating reasons why there are distinct levels of engagement throughout an organization. Leaders employ a group survey, such as the UWES, to determine general job attitudes (Byrne et al., 2016). The results of this research can enable leaders to respond to critical issues, leading to contribution efforts rather than a disengaged workforce (Byrne et al., 2016). In using this information, a culture change, if necessary, can be addressed and managed by HRM and practices.

Assessing work-family balance. A potential component of assessing engagement is in the work-family balance (WFB) of employees. WFB affects the focus of a worker and their output for the employer (Chernyak-Hai & Tziner, 2016). When there is a balance, both perceived and actual, of WFB and limited work-family conflict (WFC), engagement is high (Chernyak-Hai & Tziner, 2016). Chernyak-Hai and Tziner (2016) suggested higher engagement leads to higher burnout and WFC, without addressing individual differences, which is a potential affirmation of the SCT, suggesting group versus individual cognition is valid. Rofcanin et al. (2016) assessed the performance levels of employees who believed their supervisor was supportive of a family and work-life balance or WFB. Rofcanin et al. suggested the practice of HRM

systems used by business leaders involving flexible schedules, policies, and practices

surrounding a supportive family-friendly culture, will ensure WFB of employees

(Rofcanin et al., 2016).

Engagement and Personal Behavior

Individual behavior translates into self-efficacy based on the person. A person

with high self-efficacy is a productive and engaged worker, while lower psychosocial

self-efficacy can lead an employee to feel more negatively towards a variety of

engagement opportunities (Bandura, 1997). Ventura, Salanova, and Llorens (2015)

studied the notion of SCT as a forecaster of an employee's engagement or burnout. One

difference between positive self-efficacy and negative self-efficacy is reaction and

behavior to challenges, either viewing challenges as a growth opportunity (positive) with

enthusiasm or a detriment to success (negative) with resentment (Ventura et al., 2015).

Ventura et al. explored this either negative or position reaction as a predictor of an

individual's propensity to engage. Response to a challenge as a hindrance to continued

successful work would be expressed in those with low self-efficacy and ultimately lead to

burnout (Ventura et al., 2015). Someone who thrives on a challenge and seeks to better

themselves or their position because of the problem is said to have high self-efficacy and

therefore is engaged (Ventura et al., 2015). The rewards and consequences as portrayed

by other coworkers within an office positively or negatively affects self-efficacy with the

SCT by allowing the individual employee behaviors to adjust accordingly (Bandura,

1997).

Perception and Trust

Trust in an organization's ethical standards and the environment is required for the engagement of workers (Hough, Green, & Plumlee, 2015). In the social context, untrustworthy co-workers and supervisors can lead to hostility and angst (Hough et al., 2015). Maslow's (1970) needs hierarchy includes the self-actualization of an individual, relevant to employment, the need to continue to progress and cultivate as an employee (Dutton & Kleiner, 2015). Nurturing employees is a manager's responsibility, ensuring each team member receives recognition and acknowledgment of contributions to the company (Sikora & Ferris, 2014). Without direct involvement or contact, an employee may perceive the lack of recognition akin to disapproval or disappointment leading to a negative perception detrimental to an organization's engagement efforts and strategy (Sikora & Ferris, 2014). Gupta (2015) conducted a survey to assess the perception of 50 employees in three different companies using a questionnaire method. Gupta's sample was limited, but he determined the knowledge of the engagement strategy to be lacking, contrary to what the leadership team understood.

Barrick et al. (2015) discussed the contagion of a positive environment and the effects of common perceptions among team members. Once the organization sets an example and expectation of performance, including how to achieve rewards, the collective group will eventually react accordingly (Barrick et al., 2015). Complementing Bandura's (1977) SCT, the entire team could entirely influence the individual employee's engagement. Different perceptions create an opportunity where the executive team will enforce the vision and culture of the organization and ensure it is in alignment with

personal and group actions. Romans and Tobaben (2016) evaluated the financial benefits of business with increased engagement and discovered a significant increase in market share. By reviewing group behavior and reacting quickly to any negative feedback, managers can affect the engagement of the team.

Chaudhary, Rangnekar, and Barua (2012), found perception was the primary component for establishing self-efficacy. Perceptions of HR applications, leadership's interaction, and overall corporate culture were the most influential in determining the output and measure of individual performance (Chaudhary et al., 2012). Perceptions of a diverse and inclusive company are additionally invaluable to an organization (Downey, van der Werff, Thomas, & Plaut, 2015). Inclusivity is defined as the individuals feeling of belonging, being trusted and involved with a variety of information and resources (Downey et al., 2015). Diversity is an organization's commitment to hiring individuals without regard to background or belief and maintaining an assortment of people from varying upbringing, ethnicities, and culture to enhance the company's environment (Rodriguez & Lamm, 2016). To manage perception, leaders must take action to bring together trust, diversity, and inclusion (Hough et al., 2015).

Engagement and Social Behavior

As stated in Bandura's (1997) SCT, the social behavior of individuals and groups can be studied to provide researchers evidence to both positive and adverse effects. Social behavior in the work environment is individually perceived and can result in actions affecting actual tasks and relational aspects (Consiglio, Borgogni, Di Tecco, & Schaufeli, 2016). Consiglio et al. analyzed the social facets and self-efficacy

relationships related to engagement and the working environment. In the study, Consiglio et al. ascertained perceptions of social behavior and reactions to the social context have to influence the actual performance of an individual and by default their level of engagement.

In the social context, managers have the potential for greatest impact on individual workers through the four fundamental sources for generating efficacy as expressed by Bandura (1997). The four sources are: (a) mastery and vicarious experiences, (b) verbal and social persuasion, (c) modeled behavior, and (d) affective states or physiological response (Bandura, 1997). Per the research conducted by Chaudhary et al. (2012) providing positive feedback, opportunities to practice and produce work, and developmental training, will result in increased efficacy in individuals and create a social perception of a positive environment and engagement.

Social Cognitive Theory. Bandura's (1997) SCT is used to describe self-efficacy as a large part of the social context where individual actions and interactions occur (Consiglio et al., 2016). When social needs, such as communication and recognition, are perceived as met and even increase over time in a working environment, increased engagement is evident (Consiglio et al., 2016). In aligning SCT to the recognition of both the individual and social aspects of the climate of an organization, individual needs are relevant in assessing the level of engagement. Contributing to the organizational climate is the HR department with the ability to create, initiate, and maintain programs and services, enhance social needs and work with all leaders to ensure encouraging and sustained self-efficacy (Chaudhary et al., 2012).

Culture. Dutton and Kleiner (2015) recognized the importance of the hiring process regarding organizational culture. While a potential employee may be the perfect fit for the skills level, a mismatch in cultural similarities could be disastrous for both employee and employer. In these cases, it is imperative the hiring manager, and HR representative understands the company culture to evaluate an individual's potential struggle with assimilation (Dutton & Kleiner, 2015). Adapting to a new culture by way of Bandura's (1997) SCT can engage an employee immediately by aligning with other staff (Dutton & Kleiner, 2015). The negative possibility in this situation is following the example of a non-engaged or even disruptive co-worker.

Culture can be formidable in working towards engagement or be the cause of worker disengagement (Sikora & Ferris, 2014). As an engaged culture is presented and practiced by management, increased activity will cause a reduction in turnover and an upsurge in business performance (Romans & Tobaben, 2016). Culture can also form when a corporate strategy is an intentional change within the organization (Surijah, 2016). Once HR identify the intended culture, it is their responsibility to encourage corporate culture by way of strategic human resources planning (Surijah, 2016).

Engagement and Performance

Engagement defined and assessed by different researcher's reports and studies link engagement and performance, and how the HR function performs within this environment (Ozcelik & Uyargil, 2015; Shuck et al., 2014; Truss et al., 2013). Using Kahn's theory (1990), engagement is an individual's attitude and productivity in the workplace. Truss et al. (2013) pointed out several areas where engagement has a direct

correlation to organizational performance. Evaluating the gaps in the current research of HR management actions and the effect on increased employee satisfaction insisted a positive environment and attitude from management would enhance overall engagement (Truss et al., 2013). Leaders at all levels, especially human capital focused areas, can affect culture and engagement in business (Shuck et al., 2014).

Ozelik and Uyargil (2015) used the AMO framework to explore performance, where *A* is ability, *M* is motivation, and *O* is the opportunity to perform. Ozelik and Uyargil stated the AMO concept proposes individuals must have the ability, motivation, and opportunity present to perform if one is missing there is no performance. Using the AMO framework as a single idea, engagement can be the sole benefactor of increased production and positive culture (Ozelik & Uyargil, 2015). Another review suggested high engagement could have an adverse impact if the employer is not fulfilling the needs of the employee, such as rewards, recognition, or other non-engagement activities (Truss et al., 2013).

There is additional discussion about the need for research surrounding the engagement and power as well as micro- and macro-level processing of information and subjectivity (Truss et al., 2013). The inclusion of the HR professionals and their connection to the individual and organizational benefits potentially result in encouraging employee engagement. Rofcanin et al. (2016) suggested achieving an increase in performance by supervisors and organizations maintaining and creating a culture supportive of family responsibilities. A company whose culture promotes balance and

acceptance of family before business can expect an increase in loyalty to the job and work performance (Rofcanin et al., 2016).

Engagement and Turnover

A cross-sectional quantitative research performed by Takawira, Coetzee, and Schreuder (2014) was designed to explore the relationship of job embeddedness, work engagement, and turnover in higher education. The intention was to devise retention strategies for higher education institutions, noting the expense of turnover on organizations (Takawira et al., 2014). The researchers explored what causes turnover and how to increase job satisfaction and embeddedness. The survey included 153 individuals working for a South African higher education institution (random sample). Participants were African mid-career females who had been in their current position at least five years. Data were analyzed using standard, approved scales and SSPS software and the results showed a positive relationship between job embeddedness and work engagement and negative correlation with job embeddedness and turnover (Takawira et al., 2014). The data interpreted by the researchers identified embedded employees as less likely to leave an organization than engaged employees (Takawira et al., 2014).

Dedication and embeddedness in an institution are shown to have the greatest impact on turnover intentions (Takawira et al., 2014). Job resources such as mentoring, personal growth and an active supervisor also attest to enhanced embeddedness and engagement. Takawira et al. suggested further exploration for HRMs in personal and professional development to decrease turnover. Memon et al. (2016) studied the additional support of including adequate and valuable training as a deterrent to turnover.

Turnover Intentions. An employee's plan to leave a company has many reasons, but often engagement is the most prevalent. Shuck et al. (2014) studied the effect of engagement on the intent to terminate an employee. Their results indicated a strong correlation between the cognitive and behavioral aspects of an employee and their likelihood to leave their employer. The cognitive and behavioral relationship shows positive interactions with the HR development area, to include feelings of value and care, will decrease voluntary turnover (Shuck et al., 2014). When managers include opportunities for advancement and provide support for their staff, the intentions to vacate their position will also decrease.

Costs. There are costs to both the individual as well as the employer. When an employee chooses to decide whether to leave an organization, he must consider monetary costs as well as the psychological costs. Al-Emadi et al. (2015) suggested those costs differ depending on the engagement of the person and the behavioral attitude at the time of consideration. The costs to the employer also vary depending on the level of the employee skill set and knowledge base. While exact costs vary, recruiting and training a new hire to be 100% productive can cost at least 25% of the employee's annual salary, not including the lost productivity until the new hire is at full capacity (Ballinger et al., 2011). Another possible cost is the loss of skill or knowledge from a long-term employee that is lost with the individual.

Engagement and Retention

Retention of qualified, quality employees is ultimately the intention of every leader. A business owner must rely on his employees to keep his business running.

When there is a high turnover of good employees, the result can be catastrophic (Memon et al., 2016). An effective personnel leader, usually the HRM, must assess why the most talented people are leaving. Once the determining factor has been evaluated and presumably, corrected, the next phase of retention begins with reconstructing the hiring process (Memon et al., 2016). If a company has a history of high turnover, the perception could be a management problem, people problem, or money problem. Frigo and Ubelhart (2016) detailed the many areas where human capital management and financial stability are combined. Combining human capital with financial stability enables the HR team goals to include retaining quality employees by ensuring positive change has occurred. Often, a company's reputation precedes employment opportunity in the workplace, especially in the rapidly evolving world of technology (Frigo & Ubelhart, 2016). It is at this point employee engagement, and retention intertwines, where the leaders need to keep the best employees engaged and ensure new hires are assimilating at the beginning of their employment. Besides the financial cost and potential loss of specialized knowledge, the loss of stability in strategic infrastructure could prove fatal to any business (Memon et al., 2016). In addition to finding and keeping the right talent, it is also important to remove individuals whose visions, attitudes, and attributes do not align with the organization's culture, strategy, and goals (Frigo & Ubelhart, 2016).

Strategy

The definition of strategy is as varied as engagement theories. Leaders use strategy to help define the method one is going to use to reach a target, and the most relevant definition for this study is the result by way of means and behaviors to achieve a

goal (Miller, 2016). Most leaders have the expectation to create such a path to assist their team in attaining the goal. One of the challenges with strategy is the commonality or shared ideals with an organization's missions, values, and goals (Miller, 2016). For this reason, having a clear and relevant vision is paramount to any successful strategic endeavor.

Strategy without successful implementation is not useful; an implementation must be carefully planned and executed for a strategy to produce the intended results (Miller, 2016). HR leaders can induce other leaders to accept plans with the proper tools and support (Sikora & Ferris, 2014). Without support from executive leadership, the availability of tools regarding engagement strategies, and the line manager's ability to implement those strategies, an engagement strategy is impractical (Ozcelik & Uyargil, 2015). Akin to the AMO theory, there must be three things in place: support, tools, and ability, for a strategy to succeed (Ozelik & Uyargil, 2015).

Engagement and Strategy

Engagement and strategy work together to produce an environment of productivity and satisfaction for employees and businesses (Surijah, 2016). Leaders create mission statements and visions to provide a foundation for their organizations to create commonality and purpose. Visions for organizations must be clear and have leaders who can make those ideas materialize (Surijah, 2016). Seemann and Seemann (2015) suggested strategies including managing workplace energy levels. Reenergizing a sagging workforce by individually assessing the needs of the worker through the balance of workload, is essential to transforming a company's culture (M. Seemann & T.

Seemann, 2015). Strategies designed by organizations or leaders discuss an important

step towards enhancing the contributions and balance of the worker. As an employee has

the desire and capacity to assist in the helping the organization succeed, a definition of

engagement, strategizing a worker's motivations for engagement is paramount (Dutton &

Kleiner, 2015).

An engagement strategy involves leaders providing feedback, giving and

expecting accountability, and embracing the human capital value of the business

(Romans & Tobaben, 2016). To fully acknowledge the human capital, it is important to

recognize leadership's responsibility to include employees in business and engagement

strategies (Romans & Tobaben, 2016). Phillips and Phillips (2016) suggested the

standard plan of talent is not enough in today's environment and proposed HR

professionals address behavior and innovation in their strategic goals. Planning for the

future not just of an organization but also of a culture is important to drive strategic goals

of a business forward (J. Phillips & P. Phillips, 2016). Part of the focus of HR and

leaders of strategy is acknowledging potential future actions or policies. It is paramount

the opportunity to address the future is part of any and every strategic plan.

Strategic Tools

Completing an assessment is essential before leaders can decide on the tools to

use. Koomen and Zoanetti (2016) suggested the use of planning tools to assist with

assessing and creating a strategy. An assessment planning and review framework and a

capabilities assessment matrix are two types of tools used to create an organizational

strategy (Koomen & Zoanetti, 2016). Tools are used to provide a foundation for strategy

design, beginning with evaluating the needs of the business and ending with a plan for

with the intent to enact change require action (Poveda & Elbarkouky, 2016). To create

strategic plans, a variety of tools exist to ensure programs are relevant for an existing

company's culture, needs, and expectations.

Gupta's (2015) study on the perception of employees towards engagement

included a list of five strategic tools to use for increased engagement. The tools listed

were: (a) encourage involvement and create a challenging workplace, (b) encourage

creativity and originality, (c) promote meaningful communication, (d) provide

opportunities for additional learning, and (e) share information. These tools create a

baseline for leadership to explore and define or redefine current strategies to improve

engagement (Gupta, 2015). Human capital analytics are a means to identify links and

review metrics in the combined objective of people and finances for a successful business

(Frigo & Ubelhart, 2016).

Additional tools for strategy include the use of training and development of

individuals. Training is essential for the growth and engagement of employees, though

not at the risk of unnecessary spending to support a disengaged worker or workplace

(Memon et al., 2016). Memon et al. explored the relationship involving training and

development, employee engagement, and turnover intention. Employing the information

in the social exchange theory (SET), Blau (1964) suggested individual actions are the

result of responses to others. Memon et al. studied the rewards surrounding satisfactory

training. The results of the information led the researchers to suggest a positive

relationship between work engagement and training satisfaction, which corresponds to a decrease in turnover intention (Memon et al., 2016).

Strategy and Human Resources

Strategy, culture, and HR have an intertwined relationship (Surijah, 2016). The HR strategy follows and enhances the corporate strategy, focusing on leading the activities in HR. Surijah explored the competitiveness of a global marketplace and the importance of a company's strategy involving not just innovation but human capital as well. HR activities, corporate culture, and strategy link by recruiting and developing talent who align with the environment of the organization (Surijah, 2016). Barrick et al. (2015) described HRM practices as one of the resources available for a business leadership to form and maintain advantages over other companies. HR leader's capabilities are the force behind securing a safe environment to engage fully in an organization (Barrick et al., 2015). Researchers, using evidence-based research, suggest human capital management connects with financial results based on the engagement of employees (Frigo & Ubelhart, 2016). Frigo and Ubelhart stated the more engaged the workers are, the more financially profitable and stable the business.

HR strategy should include management training focused on transformational leadership, enabling leaders to respond to changing market and stakeholders' wishes and requirements (Surijah, 2016). The Organizational Dimensions and Performance diagram (Figure 1) was designed to present a visual representation of how strategy, culture, and HR combine with human capital to influence a business' output (Surijah, 2016). Within the corporate and HR strategy is the responsibility to support the company and both

internal and external stakeholders. Human capital and the engagement of people is the

internal focus of strategy (Cosby, 2014). Strategies will prove most successful by

incorporating group and individualized communication, along with the ability and

willingness to change (Miller, 2016).
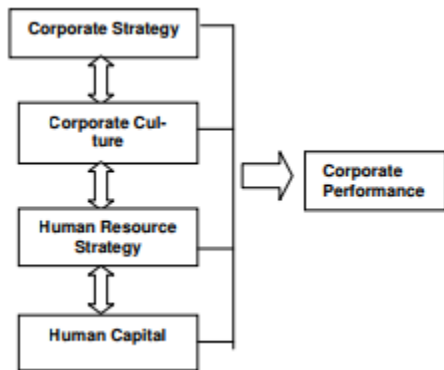
Figure 1. The Organizational Dimensions & Performance. A visual representation of

how the organization's HRM side of business flows and influences corporate output and

performance. From "Global environment, corporate strategy, learning culture and human

capital: A theoretical review" by A. B. Surijah, 2016, *International Journal of*

Organizational Innovation, *8*, p. 196. Copyright 2016 by Andreas Budihardjo. Reprinted

[or Adapted] with permission.

Both Surijah (2016) and Park (2015) discussed the importance of a company's

leadership who will embrace the prospector strategy. A prospector strategy encourages

innovation from the enterprise and the employees, additionally providing opportunities

for employees to have an impactful role in making decisions regarding the changes and

financial implications of the future of the organization (Park, 2015). HR professionals, in

their design of policies and procedures, employ prospector strategy by involving financial

implications and creativity applications, and team building and engagement activities (Surijah, 2016). Park stated by allowing an employee to become intimately involved, and having both a positive and adverse financial effect on their pay, would ultimately affect the engagement level.

Human Resources and Engagement

HRM systems and the practical implementation of practices guiding increased levels of engagement and productivity are critical in the discussion of this study. Ozcelik and Uyargil (2015) contributed to the literature by exploring the effectiveness of execution of HRM strategies by line managers. Line and staff managers are often the transmitters of strategic action and can affect whether policies and procedures, designed by or using HRM systems, are working as intended. Sikora and Ferris (2014) discussed the importance of implementation of systems on the culture and climate of an organization, political considerations, and support of management. When line managers feel included in decision-making and backed by the organization, implementation of HRM systems are positively affected (Ozcelik & Uyargil, 2015). Sikora and Ferris suggested increased performance of a business is directly related to the productive development and implementation of HR practices.

Chaudhary (2014) stated organizational climates are a direct result of HR practices and policies. In his study, Chaudhary posited the global change from general HR practice to a more defined and concerted effort towards strategic HR developmental plans. HR leaders can influence organizational climate with strategies designed to increase engagement (Chaudhary, 2014). Park (2015) suggested HR leaders not only

influence employee engagement through business environment but should also focus on shaping corporate strategy in the beginning.

Human Resources Leaders

HR leaders have been the personnel-focused, sometimes referred to as human capital, part of all businesses (Bal et al., 2013). As recent literature authors suggest, a personal focus is becoming more and more important as companies learn to handle fluctuations in markets, ideology, and generational differences (Bal et al., 2013). HR leaders are now expected to assist in creating, or changing the culture, evaluate challenges, and act as liaisons for executive management and line employees. HR professionals are managers of data and metrics and can use these data to make recommendations for change, aligning with, and showing financial implications of active engagement (Frigo & Ubelhart, 2016).

Financial performance of a company, while usually a separate department from HR, should be highly engaged in all aspects of HRM, especially in retention of key employees. Frigo and Ubelhart (2016) discussed the importance of pivotal employees, those employees whose knowledge is unique to the organization or skillset is so specialized a loss would be critical to the success of the business. On most occasions, the HR manager understands the roles individuals assume and abilities, education, and training of team members. The information retained or retrieved by HRM's will assist senior leaders with creating a strategy to ensure the longevity of those key personnel by keeping them engaged (J. Phillips & P. Phillips, 2016).

Bal et al. (2013) assessed the engagement and transactional productivity of employees regarding the strategies and systems designed by HR leaders. After analysis of their data, they concluded a robust HRM system positively correlates with a positive, productive culture. The more engaged and fruitful an employee is, the more helpful an active and involved HRM strategy is necessary. HR group activities can be the catalyst to a long-term mutually beneficial relationship between the employee and employer by providing clarity and understanding, even strategic enhancements, to pay, performance, and expectations (Barrick et al., 2015). Understanding engagement business practices, leadership's vision, and focusing on the initial hiring and retention of employees is an essential HR leader's function fundamental to increased engagement (Barrick et al., 2015).

Memon et al. (2016) stated how important it is for HR executives focus to include not only training but also satisfying training for the employee. Training providing little to no benefit for much of the workers is not only ineffective but also wasteful of time and funding. Generational interests are important when leaders are designing training and engagement strategy (Memon et al., 2016). Bal and De Lange (2015) studied flexibility with HRM processes, incorporating generational changes and balance, discussing the role leaders take regarding including the age of workers in being flexible with options. The results of this study prompted the researchers to suggest the availability of flexibility was more important than actual use (Bal & De Lange, 2015). Another finding was age related only in respect to motivators behind the flexibility options (Bal & De Lange, 2015). The

knowledge to gain here is an understanding of the workforce to determine the appropriate strategy needed and communicate the flexibility of engagement opportunities.

Assisting individuals with efficacy and empowerment, allowing them to feel as though they matter and are appreciated every day, is another example of active and engaged HR leaders (Romans & Tobaben, 2016). Showing gratitude and appreciation for a job well done should be part of a manager's mission every day. Enjoying the day to day is also an important part of workplace engagement, though there are differing opinions on what is enjoyable (Sikora & Ferris, 2014). Plester and Hutchison (2016) studied the relationship between engagement and fun, resulting in the advocating of workplace fun as a productive and enjoyable part of engagement. Meaningful fun for the culture of an organization is essential to attain engagement goals; fun, for some individuals, is a productive and appreciated day (Plester & Hutchison, 2016). Understanding the challenges and changes in a workplace environment is paramount to understanding the success of the business.

Conclusion

The previous literature review explored the combined components of engagement and HR as they related to one another and the achievement in business. This information covered relevant studies with a focus on the following (a) human resource strategies for engagement, (b) retention of quality, engaged employees, (c) maintenance of workplace satisfaction and continued employment, and (d) independent and social, behavioral influences. The previous information detailed incorporating the financial aspects of business, human capital and resources, and leaders on the strategic goals of HR

leadership. The result is the explanation of why strategic engagement tools are relevant and how the literature is lacking in assisting with the design and business application for other organizations. The intent of this literature review was to explore opportunities for increased awareness of engagement practices and strategies, and definitions of both.

As leaders and employees are unique individuals, it is not an easy, static solution to find and keep qualified, quality, and engaged employees. Senior leaders and HR require teamwork to ensure a healthy and engaged staff (Conway et al., 2015). It is imperative for each leader to evaluate his team members to discover how to engage the team as members (Consiglio et al., 2016). HRMs can assist executives in understanding why employees leave, and what motivates them to come to work in the first place.

Transition

Section 1 of this proposal includes the definitions, terms, limitations, and literature review surrounding the business problem initiated by this study. The purpose of this qualitative, single case study was to explore strategic planning tools HR leaders in small-sized cloud-based data storage companies use to enhance employee engagement. Engagement encapsulates several forms of work gratification including pay, promotion, and social interaction (Schubert-Irastorza & Fabry, 2014). The research question for this doctoral study was: What strategic planning tools can HR leaders in small-sized cloud-based data storage companies use to enhance employee engagement? The areas discussed in the literature review were the definition and evolution of engagement, and engagements relationship with the following: (a) performance, (b) measurement, (c) strategy (d) HR, (e) personal behavior, (f) turnover, and (g) retention. The literature

review provided information on where future areas of study are available for research. Areas for suggestion included: (a) HR involvement with organizational development, (b) financial implications, and (c) HR participation in the overall operational aspect of a company.

Section 2 addressed the following: (a) the role of the researcher, (b) participants, (c) methodology, (d) design, (e) population and sample, (f) ethical standards, (g) data collection process, technique, and analysis, (h) reliability and validity concerns, and (i) a transition into Section 3. Section 3 began with restating the purpose statement and research question, followed by a presentation of the findings, including business applications, implications for social change, future study recommendations, and a final summary.

Section 2: The Project

Section 2 includes a discussion of the qualitative methodology and interviews as

the instrument in accomplishing the task of assessing the data. The intention of the

interviews was to explore individual assessments of engagement and strategic tools. HR

and business leaders participated in the study.

Purpose Statement

The purpose of this qualitative single case study was to explore strategic planning

tools HR leaders in small-sized cloud-based data storage companies use to increase

employee engagement. The targeted population for this study was HR leaders working

for one small-sized cloud-based data storage company with fewer than 100 employees in

Orlando, Florida who have successfully used strategic planning tools to increase

employee engagement. The results of this study may provide business leaders techniques

and tools to improve employee engagement. Implications for social change include a

more engaged workforce leading to lower turnover and unemployment rates, positively

contributing to the local economy.

Role of the Researcher

My role as the researcher was as the data collection instrument and presenting an

accurate representation of findings (Yin, 2016). Researchers must follow protocol for

effective research (Yin, 2016). Interviewing protocol is the mechanism of examination

and conversation related to the research question (Patton, 2015). It is important for an

interviewer to communicate the intention of the study clearly, providing full disclosure of

the events and intended results as well as receiving either verbal or written consent

(Castillo-Montoya, 2016). Compelling interviews require a researcher to restrict

interpretation as much as possible by allowing the interviewee to explain, in their words,

what he or she is feeling or attempting to express (Moore, 2015). It is important for the

interviewee to feel comfortable and trust the interviewer to allow for full confession

without fear of reprisal or intimidation (Yemini & Sagie, 2015). As the researcher, I

gained trust by being open and honest, creating a safe environment by ensuring their

comfort, and supporting any questions received from the participants.

Other researchers (see Moore, 2015; Yemini & Sagie, 2015) suggested best

practices for case studies and qualitative research, and I incorporated those suggestions

using open-ended questions ensuring in-depth answers in a location outside of the

everyday workplace, recording the interviews for final collection. My understanding of

the general research topic is extensive, as I have worked for companies where

engagement was severely lacking and organizations where effective engagement was

aiding the leadership with increased profits, reduced turnover, and helping the company

in becoming a top employer. Geographically, I lived and worked in the area where this

study occurred. I have had a professional relationship with the manager for over 7 years

and intend to leverage her position within the company to gain access to the team (Yin,

2016).

It is the researcher's responsibility to ensure ethical standards, mitigate bias, and

avoid personal interpretation (Fusch & Ness, 2015). In keeping with the protocol of the

Belmont Report (1979), I maintained respect for persons by protecting participant

anonymity and providing a safe space for interviewing. I also supplied an informed

consent document for signature describing information surrounding the study and the ability to withdraw at any time (The Belmont Report, 1979). Following Castillo-Montoya's (2016) recommended interview protocol, interview questions aligned with the research question. To limit bias, as suggested by Marshall and Rossman (2015), I recorded all interviews and after analyzing conducted a follow-up interview to ensure accurate interpretation of the data was received. Focusing on the data verbatim and recording without interpretation mitigated bias with impartiality regarding prior relationships (Marshall & Rossman, 2015). I used a computer program, NVivo 11, to assist with reviewing data without a personal perspective.

Participants

The participants for this study were the HR leadership team at an Orlando, Florida, small-sized cloud-based data management company. The selection of this company was due to the proximity to the Orlando area and the availability of a local organization aligning with the research question and engagement strategies (Marshall & Rossman, 2015). The leadership team has proven strategic engagement tools, as evidenced by the firm's selection as one of the best companies to work for in Florida (Florida Trend, 2016). This award is annually bestowed on companies whose policies and practices and employees' survey responses indicate positive characteristics including culture and overall engagement (Florida Trend, 2016). To be eligible for this study, participants must have had a role in the strategic design of engagement programs (Cleary, Horsfall, & Hayter, 2014).

The strategic team at the chosen organization consists of the HR manager and the Chief Operations Officer (COO). The HR manager has a Professional Human Resources (PHR) designation and over 15 years of experience in HR. The COO has over 15 years of combined expertise in leadership roles. I established relationships by ensuring I followed proven protocols suggested by Anyan (2013), such as requesting the meeting take place off-site. I contacted the participants via the online business directory of their organization. Saturation occurred when all participants completed the interview and provided detail about their involvement, without new concepts or ideas (Fusch & Ness, 2015). I followed up with each participant to confirm the details of their interview and ensured their continued voluntary participation by reiterating the statement of volunteerism.

Research Method and Design

Barnham (2015) suggested the difference between quantitative and qualitative research isasking *what*? for quantitative and *why*? for qualitative studies. I selected the qualitative method over the quantitative method due to the absence of statistical data (Hesse-Biber & Johnson, 2013). The basis for this investigation was to understand what type of strategic tools leadership used and why they choose the specific design of their plan. A qualitative case study with face-to-face interviews was conducted to find answers to the research question. Interviews collect data for analysis to create more detailed understandings of behaviors and reasons behind actions (Anyan, 2013).

Research Method

A qualitative research method allowed for a gathering of comprehensive information on individual participants' thoughtful responses to the research question, while quantitative research information focuses on the numerical value of data (Anyan, 2013). In using the qualitative research method, I found themes among participants regarding their interpretation of engagement and strategy. Quantitative research is sometimes used to provide researchers statistical data regarding what types of tools varying businesses employ (Marshall & Rossman, 2015). As the qualitative research method evolves and changes with time as innovative opportunities arrive, such as increased use of technology, some researchers are seeking a different understanding of the contributor's feelings or expressions by seeking the answer to *how?* (Barnham, 2015). In this method, how someone interprets information or differences in activities provides even more accurate data to evaluate for research (Stage & Manning, 2015).

Another facet of qualitative research is the social interaction between researcher and subject (Tumele, 2015). This social interaction aspect of qualitative methods leads to a more natural setting for discovery with elaborate, systematic reflection on individual participants (Marshall & Rossman, 2015). I considered the mixed methods approach which combines both statistical data and contextual information, as turnover rates and costs can be defined using numerical data. The focus of this research was less about prices and costs and more about personal interpretations, expectations, and ideas, ensuring the most logical choice was the qualitative method.

Research Design

A single case study design was used to gather relevant data regarding strategic tools for engagement from individual perspectives. Researchers use the case study design to provide an opportunity to assess the environment and personal voice of people involved in a process (Aczel, 2015). A case study is excellent to use in validating side-by-side comparisons of similar studies for relevant data (Aczel, 2015). The four other design types are phenomenology, grounded theory, narrative, and ethnography. While I considered phenomenology with the notion of engaged employees as a single phenomenon (Graziano & Raulin, 2013), the details around a singular engagement plan or activity would prove irrelevant in this study intended to understand strategic planning tools leaders use. Johnson (2015) stated grounded theory is useful when there is a quantified timeline to collect data; engagement is an evolving and changing process based on the needs of individual and collective contributors. A narrative was not appropriate because the researcher uses a narrative to study an individual lived experience (Singh, Corner, & Pavlovich, 2016), and this study involved several different people, with various interpretations of their realities. Ethnographic researchers use ethnography to study shared cultural experiences over long periods of time (Hoolachan, 2016). Strategic planning tools used to increase employee engagement is not a shared experience nor does it take place over time.

Population and Sampling

A review of the literature indicated a lack of strategic planning tools for engagement in small cloud-based data management companies. This study was

conducted to understand successful engagement strategies. Within this organization, the

leadership team determined the size of the population to interview. The case study

design and best practices for gathering data defined the strategy. Fusch and Ness (2015)

suggested conducting interviews is a method of reaching data saturation. Robinson

(2014) recommended, and I used, expert sampling for this qualitative case study and the

sourcing targets HR leaders within a business. The requested interviews were voluntary,

and the information discussed was confidential to assist in ensuring validity, removing

bias, and maintaining proper ethical methods as recommended by Anyan (2013). My

interview questions were relevant to the selected method and research question helping

ensure saturation due to asking the same questions of multiple individuals and receiving

no new ideas after the second interview (Fusch & Ness, 2015). The questions were open-

ended and encouraged further discussion and in-depth understanding for an effective

interview. I fully disclosed the purpose of my research while informing the interviewee

of the ways I would protect their data, including paraphrasing their statements instead of

using direct quotes as recommended by Barnham (2015).

The targeted population utilized in this case study was chosen due to the company

being named in a local magazine as one of the top places to work in Orlando, FL. As HR

professionals are the human capital management experts of companies, it is natural to

suggest they act as a primary contributor to a company's success and be part of the

population to interview (Conway et al., 2015). For this study, my sample was an

organization with purported highly engaged employees. Saturation occurred when there

were no new concepts or themes at the completion of the interviewing process (Fusch & Ness, 2015).

Ethical Research

An ethical approach was required to ensure the protection of the rights of human participants (Smoyer, Rosenberg, & Blankenship, 2014). Researchers use ethical frameworks to investigate the way individuals perceive and analyze information when making moral decisions (Abrhiem, 2012). Federal research guidelines require the consideration of the safety of persons and information, ensuring further ethical treatment of individuals (Smoyer et al., 2014). Walden University's Institutional Review Board (IRB) ensured full compliance with the rules and regulations required by Walden (Walden IRB approval number 04-03-17-0459688). The authorization process of the review board and information presented to interviewees is to maintain confidentiality of individuals and protect the names of those who participate (Smoyer et al., 2014). In describing and reading over the informed consent document, I intended to ensure participants were aware of the option to withdraw from this study at any time without consequence (Barker, 2013).

The individual's position in the organization and as a member of the HR team was relevant to the engagement strategy process and HR (Conway et al., 2015). To ensure confidentiality, I did not record names during any session, only titles, and referred to the participant with randomly selected numbers in all written documentation (Beskow, Check, & Ammarell, 2014). The data received from the interviews is password protected and stored securely for 5 years on a USB drive locked in a safe, and after such time

destruction will occur as is best practice (Barnham, 2015; Check, Wolf, Dame, &

Beskow, 2014).

Data Collection Instruments

The research instrument most used in qualitative research is the interview

question (Moore, 2015). In-depth interview questions were the primary tool for gathering

data (see Appendix B). The semi-structured interviews were held face-to-face in a

neutral environment to ensure opportunities for detailed responses.

The following question was the focus of my research: What strategic planning

tools can human resources leaders in small-sized cloud-based data storage companies use

to enhance employee engagement? Question 1 asked what is currently being used as

strategic planning tools. Questions 2 and 3 were intended to discern how the strategic

plan began. Questions 4 through 6 were designed to understand evaluation of the

planning tools or the strategic plan and next steps to increase employee engagement, if

necessary. Question 7 aimed to understand the communication of the strategic plan to

employee and key stakeholders. Question 8 sought to learn the maintenance procedures

of the strategic plan. Question 9 relates to review of the engagement strategy, and

Question 10 allows for open, continued dialogue about the strategic planning tools at the

participants' discretion.

Individual interviews were scheduled at a local coffee shop with a one-hour

appointment time allotment. I selected a table with the least amount of outside

interaction or interruptions possible. Each interview took approximately 40 to 45

minutes to complete and was recorded with permission from each participant. I took

notes of specific valuable information relevant to the study. Upon completion, a follow-up verification of information was conducted via telephone to guarantee the information was paraphrased and then transcribed as intended by the participants. Data were also collected through notes and transcription of the interviews. I transcribed the responses from the written document to the computer using software designed to help analyze commonalities and patterns.

Data Collection Technique

Case study data is collected through interviews, focus groups, or observations (Göttfert, 2015). The researcher is the primary data collector in qualitative research (Tumele, 2015). I used a recording application on my mobile phone to record interviews and uploaded data on my personal computer to a folder created for this research. Once downloaded, the record was transcribed word for word into a program designed for data collection. This collection technique would not be appropriate for a large group, but with only two participants, transcribing was an easy procedure to perform (Moore, 2015). The advantage of an interview is the breadth of knowledge shared in a face-to-face meeting. Interviews are also an economical choice as they only cost time. A disadvantage in any interview is the reliability and truthfulness of the participant (Marshall & Rossman, 2015). Data collection via documentation is advantageous because of the ability to mitigate bias with an exact replication of information provided (Tumele, 2015). The tediousness and potential failure of electronic equipment is a disadvantage to document collection (Moore, 2015).

Individual personalities, bias, and communication are a few of the potentially harmful aspects of a face-to-face interview (Marshall & Rossman, 2015). A member checking follow-up call was conducted with the participants to correct incorrect information and ensure unbiased transcription. I followed the same order of interview questions with each participant limiting off-topic and irrelevant data and assisting with consistency.

Data Organization Technique

The events in the study were carried out chronologically, recorded using timestamps, and randomly assigned numbers to help maximize confidentiality and maintain organization. Color-coded, appropriately numbered folders reside on a personal, home-based computer with a back-up on a thumb drive for a contingency plan per recommendations from other researchers (Barnham, 2015; Check et al., 2014). The personal, home-based computer is password protected with virus protection. Notes and any written correspondence were scanned and uploaded to the appropriate folders. All raw data received is password protected and stored securely for five years on a USB drive locked in a safe.

Data Analysis

The analysis of qualitative data begins with understanding the different approaches and proper use of analysis when researching a phenomenon, to ensure validity and reliability (Burau & Anderson, 2014). One way to enhance research with thick, rich, and well-rounded data is with the inclusion of triangulation (Tibben, 2015). Triangulation in research uses four different types: (a) data, (b) investigator, (c) theory,

and (d) methodological (Wilson, 2014). Assembling data from differing individuals helps explain both data and investigator triangulation; theory triangulation is evident when more than one theory is analyzed; and methodological triangulation is employed when analysts describe multiple methods (Wilson, 2014).

Data and investigator triangulation and analysis will allow me to view the data from different angles to assess formidable information to process in the findings (Noble, & Smith, 2015). Data analysis began with reviewing the recording and matching notes and sorting data into common themes or statements. Next, I entered the data into a qualitative analysis program, NVivo 11, to resort relevant information. The NVivo 11 system was important in managing the data by providing a place to collect, store, and sort all data.

HR professionals are often expected to devise new ways to motivate and engage employees (Frigo & Ubelhart, 2016). When a company is found to be a great place to work, either by internal or external election, often, other leaders will seek out answers to the question, *Why them?* The following questions were asked to understand what engagement planning tools managers use:

1. What strategic planning tools do you have in place for employee engagement?

2. How did you find those specific planning tools?

3. How did you design your engagement strategy using the planning tools?

4. How are those strategies implemented?

5. How do you know when your employees are engaged?

6. How do you evaluate the effectiveness of the planning tools?

7. How are other leaders informed about and responsible for engagement?

8. How do you maintain engagement?

9. How often do you review your engagement strategies?

10. Who is involved in the engagement strategy review?

11. What else can you add that would be relevant to this study?

The stages of analysis began with transcribing data from the recording device and all notations to a single written document for each participant. A draft of the data occurred and was triangulated using the NVivo11 system to identify similar phrases or words. Using Tibben's (2015) recommended application of triangulation to increase the scope and depth of the research, the data collection from different persons, with differing ideas and perceptions of the same questions, transpired.

Reliability and Validity

Reliability and validity are essential parts of research logistics to corroborate the methodical, unambiguousness, and appropriateness of the research conducted (Leung, 2015). Without reliable and valid data, the research findings are not likely to be recognized or utilized by scholars or businesses, negating the implications and contributions to society. Nobel and Smith (2015) explored the specific words of reliability and validity as terms in qualitative research, compared to quantitative. In qualitative research, valid and reliable data is a way to provide credibility to a study (Nobel & Smith, 2015).

Reliability

Reliability of qualitative data is relevant to relation to the consistency of data (Leung, 2015). Without reliable information, the validity of research is at risk (Aczel, 2015). One way I ensured reliability was not to introduce new questions or skip any question to any participant (Leung, 2015). Another way I sought to guarantee reliability was to provide enough data and information so other researchers can mimic the study using different variables (Noble & Smith, 2015). Being able to recreate the study with the same theory provides reliability (Aczel, 2015).

Dependable research also encourages reliable information, improving the trustworthiness of the data (Morse, 2015). Examples of ways to improve dependability include: (a) using verifiable research practices, (b) making research resources available for replication, (c) applauding high-quality replication studies, and (d) allowing for alternative processes and methods (Funder et al., 2014). I will address dependability by following all recommended practices while maintaining flexibility for individual situations and occurrences (Morse, 2015). A crucial aspect of reliability is the ability for others to perform the same type of study, confirming or refuting information with minimal differentials (Aczel, 2015; Funder et al., 2014; Leung, 2015; Nobel & Smith, 2015).

Validity

Validity ensures the tools, procedures, and data are suitable for the qualitative research (Leung, 2015). Without valid research, the findings are unreliable (Leung, 2015). The results from a case study will prove accurate if other studies find similar

results (Aczel, 2015). A method of reaching data saturation is the interview, with the questions being the same for multiple participants (Fusch & Ness, 2015). I insisted on removing threats to validity, such as bias and quality in the interview process, by remaining neutral and not leading the interviewee in any discussion not focused on the research question (Noble & Smith, 2015).

Morse (2015) discussed the validity of data with achieving rigor. Continued engagement, tenacious observation, peer-reviewed and debriefed articles, and rich descriptions are required for rigor (Morse, 2015). To achieve rigor, internal validity (i.e. creditability), external validity (i.e. transferability), and objectivity (i.e. conformability) is required (Morse, 2015). In this study, a recorded one-on-one interview was conducted with information reviewed by peers and the participant for the creditability of data (Fusch & Ness, 2015). Thorough descriptions and specific actions were specified in the review process to assist with transferability to other studies (Azcel, 2015). Using triangulation and effective assessment techniques of all data ensured objectivity (Morse, 2015).

Transition and Summary

Section 2 consisted of a review of the research methodology and design of the study. Section 2 also provided an opportunity to discuss reliability, validity, ethical standards, and information on data. A detailed description of the results and a report about the study is in Section 3. Section 3 concluded with an analysis and summary of the findings and an area specifying opportunities for future research.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative single case study was to explore strategic planning tools human resources leaders in small-sized cloud-based data storage companies use to increase employee engagement. Businesses need strategic planning and appropriate tools to engage employees in not just their everyday duties but within the entire operation. The use of engagement tools can increase the profitability of an organization by decreasing turnover and receiving a higher output of employees (Al-Emadi et al., 2015). HR leaders can assist executive management with the selection of tools, implementation, and assessment to ensure the best value and success.

I conducted semistructured interviews with two participants in an organization with positive employee engagement in Orlando, Florida. I asked open-ended interview questions to allow for greater depth of conversation and expression of experiences. I reached saturation after two participants and began data analysis. After transcribing the data, I entered the information into the NVivo 11 qualitative analysis software program to assist with analyzing the data. Emergent themes appeared after using the data and i triangulation of data analysis. The three identified themes were feedback, timeframe, and leadership.

Presentation of the Findings

I used the interview transcripts from participants to obtain the data necessary for this study. The research question for this study was: What strategic planning tools can human resources leaders in small-sized cloud-based data storage companies use to

increase employee engagement? Participant interviews were conducted to collect the data for this study.

Theme 1: Feedback

Both participants suggested feedback from staff and customers were the most important part of employee engagement. Participant 2 (P2) stated positive feedback from customers was an integral component of the engagement strategy by acknowledging, in a public format, individuals or groups who received the feedback. Participant 1 (P1) discussed the relevancy and importance of leaders' feedback on the various tools in place for engagement. Participants suggested feedback is a tool for strategy design to understand the needs of employees, managers, and customers. Romans and Tobaben (2016) suggested an engagement strategy is inadequate without suitable and relevant feedback to allow for change and growth of strategy.

Incorporating feedback as a strategic planning tool should include allowing time to properly assess actions or activities, capturing and analyzing relevant feedback, and responding to or constructing a decision regarding the feedback. Action must be executed when feedback dictates to increase the success of the tool. An active response to employee or customer feedback links directly with Bandura's self-efficacy theory, displaying to employees the positive actions to emulate as individuals. P2 claimed this is especially important when receiving input from customers, as the client and employee relationship is critical to business success. P2 indicated a heavy emphasis on customer success and the importance of wowing customers, leading to positive individual and team feedback and increasing the engagement of the group.

The assessment of feedback was studied by authors as a way to ensure successful strategy design (see Chaudhary et al., 2012; Koomen & Zoanetti, 2016; Romans & Tobaben, 2016). Chaudhary et al. (2012) suggested positive feedback increased efficacy, linking SCT to the data received from the participants in this study. Negative feedback could create a change in design, strategy, or tool. Discussion of negative feedback did not occur during the interviews.

Responding promptly to feedback could significantly reduce business costs by managers analyzing trends of culture, change, or other factors contributing to employee turnover. Costs may differ between employers, but turnover is expensive to the production, culture, and overall success of an organization (Al-Emadi et al., 2015). If feedback from employee survey data is analyzed and leadership finds a decrease in employee morale, proactive improvements can be made to increase satisfaction and engagement.

Theme 2: Timeframe

The participants both suggested quarterly reviews of strategy design and tools were best practice. P1 stated quarterly surveys were delivered to assess the effectiveness of programs or new software, reacting to those surveys with change or not depending on the feedback. P2 said the strategy review included ensuring alignment with the vision, mission, and goals of the business. As stated by Surijah (2016), leadership communicating a clear vision is essential for all employees to be able to act upon and follow.

The quarterly review of data, tools, and strategies was an unusual finding as research suggested annual or semi-annual reviews and analysis (Byrne et al., 2016; Mayo, 2016). Reviewing documents or strategies more often could allow leaders to recognize a problem sooner and be proactive rather than reactive. If change is to occur, a consistent, more frequent evaluation of employee and customer reactions could lessen downtime and save money for the organization. Researchers have anticipated the difficulties in recovering time lost when pursuing an ineffective idea or strategy (Al-Emadi et al., 2015).

A quarterly review of surveys completed by the company allows leaders to assess trends and cyclic changes in an organization, which can assist with the timing of implementing new ideas or strategies. SCT is evident in the reaction to survey results, suggesting to employees the focus of leadership on strategic initiatives and actions, and responsiveness to negative trends or changes. P2 discussed the need for soft-selling employees when implementing strategies, ensuring buy-in from all for acceptance and a positive outcome. Business leadership emulating new strategies connects the time frame to SCT and efficacy within organizations by showing how changes to strategy can impact culture if implemented at the appropriate time (Chaudhary et al., 2012; Dutton & Kleiner, 2015).

Theme 3: Leadership

The participants stated HR was not involved in the early stages or conceptual design of engagement strategies which contradicts the research question regarding using HR leaders to assist in the development stages of strategy. The participants' responses do

agree with the literature suggesting HR is not part of the executive leadership team in many organizations (Barrick et al., 2015; Cosby, 2014; Frigo & Ubelhart, 2016; Surijah, 2016). It is important to note both participants stated leadership was driving the strategy and culture, leading by example. With the tone of the business being set by the leaders, a cultural shift is implemented by HR arranging the framework for the connection to the SCT. If leaders have access to data and feedback quarterly, the ability to respond to changes or proactively implement new tools should allow for fewer negative instances. P1 noted a voluntary committee of employees tasked with actively managing the employee engagement programs moves forward the strategy designed by executive leadership.

Executive leadership was clearly in the forefront and leading all engagement strategies and implementation. While HR was not included or viewed as part of the executive leadership team, both participants did recognize the need for increased involvement as the company adds additional employees. P1 stated the lack of participation from HR at the strategy and implementation level was acceptable as the leaders "know their people better." Again, with the leaders setting the tone for the organization, implementing and assessing strategy, SCT is evident with group behavior and culture emulating posture as a direct result of the leader's attitude, aptitude, and involvement.

P2 suggested HR initially is more prevalent as a source for policy management and compliance, and is viewed as a consultant, not executive team leadership. To increase engagement and involvement in the company's vision, many researchers

recommended not only HR involvement but accessibility to HRM systems (see Bal et al.,

2013; Chaudhary, 2014; Ozcelik & Uyargil, 2015; Park, 2015; Sikora & Ferris, 2014).

While the idea of a more paper-based position for HR was also evident in the research,

leaders focus should be on the human aspect and the relationship between HR and

employee engagement opportunities and services.

Applications to Professional Practice

An employee's engagement level is essential to the overall well-being of the

individual and ultimately the success of the organization. Performance links to

engagement and HR departments can be useful in managing employee engagement

(Truss et al., 2013). The link between performance and engagement can affect business

in both positive and negative ways. By increasing performance, business leaders can find

a definite connection between output and productivity, whereas negative consequences

can create discontent, chaos, and loss of functionality (Truss et al., 2013).

In the company reviewed in this study, the HR manager was not leading the

engagement strategy; however, the participants recognized the inevitability of future

involvement with HR as the business expands. The result of the study can be a lesson for

other companies to involve a higher-level HR sooner to gain access to valuable

information regarding not just engagement but long-term strategic planning and unity for

all departments. Managing the growth of an organization can be a challenge without HR

involvement especially when it involves Department of Labor regulations or federal and

state laws comprising wages and time off. Without an executive level HR representative

to assist with managing the growth of personnel and business, it is a challenge to maintain a positive customer service experience.

HR leaders can provide strategic employee engagement tools, keeping employees focused and happy, which leads to delighted customers. Employers can ensure top talent remains by using feedback, more frequent analysis, and leveraging leadership to implement successful employee engagement programs. Santana, Valle, and Galan (2017) reiterated the need for HR and business strategies to be aligned to address issues of turnover and decline. Lower employee turnover translates into saved money, time, and effort (Al-Emadi et al., 2015). Using HR strategies to prepare for and understand reasons behind declining business can increase the value of HR as a profession (Santana et al., 2017).

Implications for Social Change

Schubert-Irastorza and Fabry (2014) suggested pay, promotion, and social interaction play a significant role in continued engagement from an employee viewpoint. A disengaged employee has the potential for voluntary turnover (Memon et al., 2016). A company's leadership can minimize turnover costs by simply focusing on engagement. If other leaders can mimic a successful strategic plan designed by HR, the potential positive outcome to businesses locally and globally is beneficial. Turnover impacts the local community and society (Al-Emadi et al., 2015). Lowering turnover due to improved employee engagement will reduce turnover and contribute to the local economy by lessening unemployment and providing more funding back into the community.

Recommendations for Action

HR professionals and business leaders need to recognize the value of the relationship between executive leadership and human capital. Involving HR at the ground floor of an organization can provide much-needed balance and personnel management during periods of growth. HR leaders should make the opportunity to impress upon executive leadership the significance of knowing the rules and regulations surrounding personnel as well as how to find, retain, and promote top talent, all while keeping employees engaged.

Conference presentations, roundtable meetings, and local networking events are opportunities for HR personnel to discuss the results of this case study. Current HR leaders can assume mentoring roles for junior professionals or other professions who struggle with finding an outlet to present ideas for management. Chapter meetings at local group events are another opportunity to discuss ideas on how to move the profession forward and talk about best practices for increasing employee engagement.

Recommendations for Further Research

Some limitations are evident in this study including the number of participants available and the potential bias of employees. This research is dependent on the perceptions of small groups of employees, which may not be representative of the entire organization. Regardless of precautions, there is the chance of subconscious bias, which limits a successful outcome. Such a small sample size could preclude application to larger organizations. The size of the organization could have been a determining factor

in the lack of HR involvement, and further research can be done in this area to understand the implications of the number of employees affecting HR's role.

Further research could also address companies where the HR leader or HRM is a strategic partner and an executive leader. Additional research could detail how the HR manager reached an executive level and what other HR leaders could do to increase their value and ROI for businesses. Continued research in understanding at what stage of a business human resource leaders are employed or their role within a company and why the timeframe was selected would be valuable to assess how the timing of implementing a strategic plan may have affected the business. Another research opportunity is the new developments in engagement surrounding technology. Jesuthasan (2017) discussed HR's role as the "enabler of digital engagement" (p. 62) and warranted further research on the aspects of strategic planning tools associated with HR.

Reflections

My experience with the DBA doctoral study process consisted of ups and downs. The length of time in the program has been surprising, and the struggle of scheduling and conducting interviews was the most extreme regarding time. I never expected it would take more than two months to complete the interviews. Once I was in front of the participants, they were excited and spoke with tremendous enthusiasm about their company's engagement. It was interesting to learn from the participants in addition to sharing my research question.

I feel the process was grueling but rewarding. If receiving a doctorate was easy, there would be a lot more people with terminal degrees. I have appreciated the intensity,

passion, and dedication of the students in the DBA program; their drive has been especially motivating. I found the literature both exciting and lacking in some areas, but truly valuable to my understanding and perceptions of HR. Obtaining a DBA was a journey I would certainly do over if required but I would seek more counsel from the professors who have been so willing to assist and inspire. I look forward to using my knowledge for the betterment of the HR profession, members of my team and organization, and my engagement and future in the industry.

My bias as an HR professional may have come into play through believing HR professionals are responsible for employee engagement. It was a revelation to realize the company I included in this study did not use the HRM in a strategic employee engagement role, though even the HRM was amenable to the decisions of leadership. While I did not change my thinking on how this study could impact the local community, I did resist the temptation to encourage the company to use the HRM in an advanced role now, instead of waiting until more people join the organization. I still believe HR can and does (in some organizations) play a crucial role in employee engagement and most HR professionals, if given the opportunity, could bring valuable insight to employee overall well-being.

Conclusion

Many companies still perceive HR as only the people addressing of the organization. HR professionals are working toward changing this view to a more strategic partnership with top leadership. Jesuthasan (2017) stated how critical HR is as a strategic partner with executive leadership providing options to employers surrounding matters

dealing with human capital. This study was designed to assess the level of strategic planning tools HR could assist with regarding employee engagement. While it did not answer the question from an HR position, this study could provide data others can use to provide additional tools to assist businesses with increasing engagement.

The first strategic planning tool is the insertion of planned and frequent feedback from employees and customers in the employee engagement strategy. Relevant feedback also must be actionable, if necessary, and analyzed to understand trends around timing or other perceptible instances to know when implementation will be most successful. Feedback was a recurring theme from both participants in the study detailing the importance of the information received from both employees and customers.

The second strategic planning tool is timing. While many company review engagement or goals annually, the company in this study held quarterly meetings to ensure alignment to a vision and to assess engagement. A more frequent review or assessment of goal alignment enables leaders to act quickly and evaluate programs or strategies, finding trends in engagement, positive feedback, and downturns in productivity or general business. Frequency alone will not ensure a successful engagement program or more profitable company, but it could be the deciding factor for moving the business in a new direction or increase in scope.

Leadership is the third strategic planning tool. The lack of inclusion of HR leaders as managing partners was evident in this study, though it was not necessarily intentional. The participants recognized the need to include HR shortly for employee-centered compliance, legal, and engagement factors, due to the increased number of

employees and customers. At this point, it is unclear whether adding HR to the upper

management team now (or earlier) would have any effect on the future of the

organization. I will note the literature review contains numerous articles by authors who

believe HR can impact businesses bottom line and thereby increase the value of the

company.

In conclusion, HR's role is changing. The expectations of leaders are expanding

the profession of human resources to include more strategic initiatives (Frigo & Ubelhart,

2016; Jesuthasan, 2017; Memon et al., 2016; Wright & Ulrich, 2017). Engaging HR

leaders in the design stages of vision, mission, goals, and strategy, can provide businesses

with strategic planning tools to impact the company with the right people efficiently and

positively, in the right jobs, doing the right things. Successful employee engagement is

different for each organization and should be evaluated, monitored, and changes when

required to enable a positive working environment, leading to a more passionate, and

invested workforce. Following the path of Bandura (1997) and his social cognitive

theory, leaders can encourage engagement by emulating the expectations of the business;

setting the vision and goals for employees to follow, and involving human resources in

the process.

References

Abrhiem, T. H. (2012). Ethical leadership: Keeping values in business culture. *Business & Management Review*, *2*(7), 11-19. Retrieved from http://www.bmr.businessjournalz.org

Aczel, P. (2015). Case study method. *International Journal of Sales, Retailing & Marketing*, *4*(9), 15-22. Retrieved from: http://ijsrm.com/IJSRM/Home.html

Al-Emadi, A. Q., Schwabenland, C., & Qi, W. (2015). The vital role of employee retention in human resource management: A literature review. *IUP Journal of Organizational Behavior, 14*(3), 7-32. Retrieved from http://www.iupindia.in/default.asp

Anyan, F. (2013). The influence of power shifts in data collection and analysis stages: A focus on qualitative research interview. *Qualitative Report, 18*(18), 1-9. Retrieved from http://www.nova.edu/sss/QR/index.html

Bakker, A. B., Rodríguez-Muñoz, A., & Vergel, A. S. (2016). Modelling job crafting behaviours: Implications for work engagement. *Human Relations*, *69*(1), 169-189. doi:10.1177/0018726715581690

Bakker, A., & Schaufeli, W. (2003). *UWES Utrecht Work Engagement Scale*. Retrieved from http://www.beanmanaged.com/doc/pdf/arnoldbakker/articles/articles_arnold_bakker_87.pdf

Bal, P. M., & De Lange, A. H. (2015). From flexibility human resource management to employee engagement and perceived job performance across the lifespan: A

multisample study. *Journal of Occupational & Organizational Psychology*, *88*,

126-154. doi:10.1111/joop.12082

Bal, P. M., Kooij, D. M., & De Jong, S. B. (2013). How do developmental and

accommodative HRM enhance employee engagement and commitment? The role

of psychological contract and SOC strategies. *Journal of Management Studies*,

50, 545-572. doi:10.1111/joms.12028

Ballinger, G., Craig, E., Cross, R., & Gray, P. (2011). A stitch in time saves nine:

Leveraging networks to reduce the costs of turnover. *California Management

Review, 53*, 111-133. doi:10.1525/cmr.2011.53.4.111

Bandura, A. (1977). Self-efficacy: Toward a unifying theory of behavioral change.

Psychological Review, 84, 191-215. doi:10.1037/0033-295X.84.2.191

Bandura, A. (1997). *Self-efficacy. The exercise of control*. New York, NY: Freeman.

Bandura, A. (2007). Albert Bandura. In G. Lindzey, W. M. Runyan, G. Lindzey, W. M.

Runyan (Eds.), *A history of psychology in autobiography, 9*, 43-75. Washington,

DC, US: *American Psychological Association*. doi:10.1037/11571-002

Barker, M. (2013). Finding audiences for our research: Rethinking the issue of ethical

challenges. *Journal of the Communication Review, 16*, 70-80.

doi:10.1080/10714421.2013.757504

Barkhuizen, N., Rothmann, S., & van de Vijver, F. R. (2014). Burnout and work

engagement of academics in higher education institutions: Effects of dispositional

optimism. *Stress and Health: Journal of the International Society for the

Investigation of Stress, 30*, 322-332. doi:10.1002/smi.2520

Barnham, C. (2015). Quantitative and qualitative research. *International Journal of Market Research*, *57*, 837-854. doi:10.2501/IJMR-2015-070

Barrick, M. R., Thurgood, G. R., Smith, T. A., & Courtright, S. H. (2015). Collective organizational engagement: Linking motivational antecedents, strategic implementation and firm performance. *Academy of Management Journal*, *58*, 111-135. doi:10.5465/amj.2013.0227

Berner, C., & Flage, R. (2016). Strengthening quantitative risk assessments by systematic treatment of uncertain assumptions. *Reliability Engineering and System Safety*, *151*, 46-59. doi:10.1016/j.ress.2015.10.009

Beskow, L. M., Check, D. K., & Ammarell, N. (2014). Research participants' understanding of and reactions to certificates of confidentiality. *AJOB Primary Research*, *5*(1), 12-22. doi:10.1080/21507716.2013.813596

Blau, P. (1964). *Exchange and power in social life*. New York: Wiley.

Bo-Chiuan, S., Wen-Hai, C., & Ding-Guo, F. (2015). The eWOM engagement behavior in social networking sites: Posting, acquiring, and passing information. *Marketing Review / Xing Xiao Ping Lun*, *12*(1), 49-97. Retrieved from http://marketing review.atisr.org

Burau, V., & Andersen, L. B. (2014). Professions and professionals: Capturing the changing role of expertise through theoretical triangulation. *American Journal of Economics and Sociology, 73*, 264-293. doi:10.1111/ajes.12062

Bureau of Labor and Statistics. (2016). *Job openings and labor turnover survey* (USDL-16-0271). Retrieved from

http://www.bls.gov/news.release/archives/jolts_02092016.htm.

Byrne, Z. S., Peters, J. M., & Weston, J. W. (2016). The struggle with employee engagement: Measures and construct clarification using five samples. *Journal of Applied Psychology*, doi:10.1037/apl0000124

Castillo-Montoya, M. (2016). Preparing for interview research: The interview protocol refinement framework. *The Qualitative Report*, *21*, 811-831. Retrieved from http://nsuworks.nova.edu

Chambers, G. (2015). Enhancing employee engagement with mobile. *Workforce Solutions Review*, *6*(3), 4-8. Retrieved from http://www.ihrimpublications.com/WSR_archives.php

Chaudhary, R. (2014). A multilevel investigation of the factors influencing work engagement. *The Psychologist-Manager Journal*, *17*, 128-158. doi:10.1037/mgr0000017

Chaudhary, R., Rangnekar, S., & Barua, M. K. (2012). Relationships between occupational self-efficacy, human resource development climate, and work engagement. *Team Performance Management*, *18*, 370-383. doi:10.1108/13527591211281110

Check, D. K., Wolf, L. E., Dame, L. A., & Beskow, L. M. (2014). Certificates of 103 confidentiality and informed consent: Perspectives of IRB chairs and institutional

legal counsel. *IRB: Ethics and Human Research, 36*, 1-8.

doi:10.1038/gim.2014.102

Chernyak-Hai, L., & Tziner, A. (2016). The "I believe" and the "I invest" of work-family

balance: The indirect influences of personal values and work engagement via

perceived organizational climate and workplace burnout. *Revista De Psicologia*

Del Trabajo Y De Las Organizaciones, *32*, 1-10. doi:10.1016/j.rpto.2015.11.004

Cleary, M., Horsfall, J., & Hayter, M. (2014). Data collection and sampling in qualitative

research: Does size matter? *Journal of Advanced Nursing*, *70*, 473-475.

doi:10.1111/jan.12163

Consiglio, C., Borgogni, L., Di Tecco, C., & Schaufeli, W. B. (2016). What makes

employees engaged with their work? The role of self-efficacy and employee's

perceptions of social context over time. *Career Development International*, *21*,

125-143. doi:10.1108/CDI-03-2015-0045

Conway, E., Fu, N., Monks, K., Alfes, K., & Bailey, K. (2015). Demands or resources?

The relationship between HR practices, employee engagement and emotional

exhaustion within a hybrid model of employment relations. *Human Resource*

Management, 55, 901-917. doi:10.1002/hrm.21691

Cosby, D. M. (2014). Sustainability program leadership for human resource development

professionals: A competency model. *Journal of Organizational Culture,*

Communications & Conflict, *18*(2), 79-86. Retrieved from

http://www.alliedacademies.org/journal-of-organizational-culture-

communications-and-conflict

Downey, S. N., van der Werff, L., Thomas, K. M., & Plaut, V. C. (2015). The role of

diversity practices and inclusion in promoting trust and employee engagement.

Journal of Applied Social Psychology, *45*(1), 35-44. doi:10.1111/jasp.12273

Dutton, K., & Kleiner, B. (2015). Strategies for improving individual performance in the

workplace. *Franklin Business & Law Journal*, *2015*(2), 10-18. Retrieved from

http://www.franklinpublishing.net/franklinbusinesslaw.html

Fearon, C., McLaughlin, H., & Morris, L. (2013). Conceptualising work engagement: An

individual, collective and organisational efficacy perspective. *European Journal*

of Training & Development, *37*, 244-256. doi:10.1108/03090591311312723

Florida Trend. (2016). Florida's best companies to work for. Retrieved from

http://www.floridatrend.com/best-companies

Frigo, M. L., & Ubelhart, M. C. (2016). Human capital management: The central element

of all risk. *People & Strategy*, *39*(1), 42-46. Retrieved from http://www.hrps.org

Funder, D. C., Levine, J. M., Mackie, D. M., Morf, C. C., Sansone, C., Vazire, S., &

West, S. G. (2014). Improving the dependability of research in personality and

social psychology: Recommendations for research and educational practice.

Personality & Social Psychology Review (Sage Publications Inc.), *18*(1), 3-12.

doi:10.1177/1088868313507536

Fusch, P., & Ness, L. (2015). Are we there yet? Data saturation in qualitative research.

The Qualitative Report, 20, 1408-1416. Retrieved from http://tqr.nova.edu

Göttfert, E. (2015). Embedding case study research into the research context. *International Journal of Sales, Retailing & Marketing*, *4*(9), 23-32. Retrieved from http://ijsrm.com

Graziano, A. M., & Raulin, M. L. (2013). *Research methods: A process of inquiry* (8th ed.) Boston, MA: Pearson.

Gupta, M. (2015). A study on employees perception towards employee engagement. *Globsyn Management Journal*, *9*(1/2), 45-51. Retrieved from http://www.globsyn.edu.in/research/globsyn-management-journal.php

Henson, J. W. (2016). Reducing physician burnout through engagement. *Journal of Healthcare Management*, *61*(2), 86-89. Retrieved from https://www.ache.org/pubs/jhm/jhm_index.cfm

Hesse-Biber, S., & Johnson, R. B. (2013). Coming at things differently: Future directions of possible engagement with mixed methods research. *Journal of Mixed Methods Research*, *7*, 103-109. doi:10.1177/1558689813483987

Hoolachan, J. E. (2016). Ethnography and homelessness research. *International Journal of Housing Policy*, *16*, 31-49. doi:10.1080/14616718.2015.1076625

Hough, C., Green, K., & Plumlee, G. (2015). Impact of ethics environment and organizational trust on employee engagement. *Journal of Legal, Ethical & Regulatory Issues*, *18*(3), 45-62. Retrieved from http://www.alliedacademies.org/legal-ethical-and-regulatory-issues

Jesuthasan, R. (2017). HR's new role: Rethinking and enabling digital engagement. *Strategic HR Review*, *16*, 60. doi:10.1108/SHR-01-2017-0009

Johnson, J. S. (2015). Qualitative sales research: An exposition of grounded theory. *Journal of Personal Selling & Sales Management*, *35*, 262-273. doi:10.1080/08853134.2014.954581

Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, *33*, 692-724. doi:10.2307/256287

Kirkwood, A., & Price, L. (2013). Examining some assumptions and limitations of research on the effects of emerging technologies for teaching and learning in higher education. *British Journal of Educational Technology*, *44*, 536-543. doi:10.1111/bjet.12049

Knafl, K., Leeman, J., Havill, N., Crandell, J., & Sandelowski, M. (2015). Delimiting family in syntheses of research on childhood chronic conditions and family life. *Family Process*, *54*, 173-184. doi:10.1111/famp.12101

Koomen, M., & Zoanetti, N. (2016). Strategic planning tools for large-scale technology-based assessments. *Assessment in Education: Principles, Policy & Practice, 0*, 1-24. doi:10.1080/0969594X.2016.1173013

Leung, L. (2015). Validity, reliability, and generalizability in qualitative research. *Journal of Family Medicine & Primary Care*, *4*, 324-327. doi:10.4103/2249-4863.161306

Lorente, L., Salanova, M., Martínez, I. M., & Vera, M. (2014). How personal resources predict work engagement and self-rated performance among construction

workers: A social cognitive perspective. *International Journal of Psychology*, *49*, 200-207. doi:10.1002/ijop.12049

Malhotra, S. (2013). Framing a research question and generating a research hypothesis. *Indian Journal of Medical Specialties*, *4*, 325-329. doi:10.7713/ijms.2013.0031

Marshall, C., & Rossman, G. (2015). *Designing qualitative research (6th ed.)*. Thousand Oaks, CA: Sage Publications

Maslow, A. H. (1970). *Motivation & Personality*. New York: Harper & Ross.

Mayo, A. (2016). The measurement of engagement. *Strategic HR Review*, *15*, 83-89. doi:10.1108/SHR-02-2016-0012

Memon, M. A., Salleh, R., & Baharom, M. R. (2016). The link between training satisfaction, work engagement and turnover intention. *European Journal of Training & Development*, *40*, 407-429. doi:10.1108/EJTD-10-2015-0077

Miller, P. D. (2016). On strategy, grand and mundane. *Orbis*, *60*, 237-247. doi:10.1016/j.orbis.2016.01.002

Moore, S. (2015). Researching local development cultures: Using the qualitative interview as an interpretive lens. *International Planning Studies*, *20*, 390-406. doi:10.1080/13563475.2015.1034253

Morse, J. V. (2015). Critical analysis of strategies for determining rigor in qualitative inquiry. *Qualitative Health Research*, *25*, 1212-1222. doi:10.1177/1049732315588501

Noble, H., & Smith, J. (2015). Issues of validity and reliability in qualitative research. *Evidence Based Nursing*, *18*, 34-35. doi:10.1136/eb-2015-102054

Ozcelik, G., & Uyargil, C. (2015). A conceptual framework for line managers' HRM

implementation effectiveness: Integrating social context and AMO theories.

Journal of Business, Economics & Finance, *4*, 289-301.

doi:10.17261/Pressacademia.2015211620

Park, R. (2015). Employee participation and outcomes: Organizational strategy does

matter. *Employee Relations*, *37*, 604-622. doi:10.1108/ER-09-2014-0107

Patton, M. Q. (2015). *Qualitative research & evaluation methods* (4th ed.). Thousand

Oaks, CA: Sage.

Phillips, J. J., & Phillips, P. (2016). How HR can have an impact in non-traditional areas.

Strategic HR Review, *15*, 5-13. doi:10.1108/SHR-11-2015-0092

Plester, B., & Hutchison, A. (2016). Fun times: The relationship between fun and

workplace engagement. *Employee Relations*, *38*, 332-350. doi:10.1108/ER-03-

2014-0027

Poveda, C. A., & Elbarkouky, M. M. (2016). Hybrid process-criterion benchmarking

methodology framework to support sustainability performance assessment and

reporting. *International Journal of Sustainable Development & World Ecology*,

23, 278-291. doi:10.1080/13504509.2015.1115786

Quinn, F. F., & Thorne, D. M. (2014). The influence of organizational effectiveness and

other correlates on the job satisfaction of staff employees at four-year institutions

of higher education. *Business Studies Journal*, *6*, 67-84. Retrieved from

http://www.alliedacademies.org/business-studies-journal

Robinson, O. (2014). Sampling in interview-based qualitative research: A theoretical and practical guide. *Research in Psychology, 11*(1), 25-41. doi:10.1080/14780887.2013.801543

Rodriguez, M., & Lamm, A. (2016). Identifying Student Cultural Awareness and Perceptions of Different Cultures. *Journal of Agricultural Education*, *57*, 106-118. doi:10.5032/jae.2016.021061

Rofcanin, Y., Las Heras, M., & Bakker, A. B. (2016). Family supportive supervisor behaviors and organizational culture: Effects on work engagement and performance. *Journal of Occupational Health Psychology.* doi:10.1037/ocp0000036

Romans, J., & Tobaben, J. (2016). Our take: Building engagement cultures. *Strategic HR Review*, *15*, 76-82. doi:10.1108/SHR-02-2016-0010

Santana, M., Valle, R., & Galan, J. (2017). Turnaround strategies for companies in crisis: Watch out the causes of decline before firing people. *BRQ Business Research Quarterly*. doi:10.1016/j.brq.2017.01.003

Schubert-Irastorza, C., & Fabry, D. L. (2014). Job satisfaction, burnout and work engagement in higher education: A survey of research and best practices. *Journal of Research in Innovative Teaching*, *7*(1), 37-50. Retrieved from http://www.nu.edu/OurPrograms/ResearchCouncil/The-Journal-of-Research-in-Innovative-Teaching.html

Seemann, M., & Seemann, T. (2015). New perspectives on employee motivation: Balancing the big four. *International Journal of Knowledge, Culture & Change in Organizations: Annual Review*, *13*, 1-7. doi:10.14714/cp72.198

Shuck, B., Twyford, D., Reio, T. G., & Shuck, A. (2014). Human resource development practices and employee engagement: Examining the connection with employee turnover intentions. *Human Resource Development Quarterly, 25*, 239-270. doi:10.1002/hrdq.21190

Sikora, D. M. & Ferris, G. R. (2014). Strategic human resource practice implementation: The critical role of line management. *Human Resource Management Review, 24*, 271-281. doi:10.1016/j.hrmr.2014.03.008

Sinatra, G. M., Heddy, B. C., & Lombardi, D. (2015). The challenges of defining and measuring student engagement in science. *Educational Psychologist*, *50*, 1-13. doi:10.1080/00461520.2014.1002924

Singh, S., Corner, P. D., & Pavlovich, K. (2016). Spirituality and entrepreneurial failure. *Journal of Management, Spirituality & Religion*, *13*, 24-49. doi:10.1080/14766086.2015.1029961

Skinner, B. (1974). *About behaviorism.* New York, NY: Alfred A. Knopf, Inc.

Smoyer, A. B., Rosenberg, A., & Blankenship, K. M. (2014). Setting the stage: Creating study sites that promote the safety and dignity of research participants. *Social Work Research*, *38*, 178-183. doi:10.1093/swr/svu019

Stage, F. K., & Manning, K. (2015). *Research in the college context: Approaches and methods* (2nd ed.). New York, NY: Routledge.

Studer, Q. (2015). *Healing physician burnout*. Pensacola, FL: Firestarter.

Surijah, A. B. (2016). Global environment, corporate strategy, learning culture and human capital: A theoretical review. *International Journal of Organizational Innovation*, *8*, 188-200. doi:10.4337/9781843762874.00019

Synergy Research Group (2016). 2015 Review shows $110 billion cloud market growing at 28% annually. Retrieved from https://www.srgresearch.com

Takawira, N., Coetzee, M., & Schreuder, D. (2014). Job embeddedness, work engagement and turnover intention of staff in a higher education institution: An exploratory study. *South African Journal of Human Resource Management, 12*, 1-10. doi:10.4102/sajhrm.v12i1.524

Tibben, W. J. (2015). Theory building for ICT4D: Systemizing case study research using theory triangulation. *Information Technology for Development*, *21*, 628-652. doi:10.1080/02681102.2014.910635

The Belmont Report | HHS.gov. (1979). Retrieved from http://www.hhs.gov/ohrp/regulations-and-policy/belmont-report/index.html.

Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013). Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *International Journal of Human Resource Management, 24*, 2657-2669. doi:10.1080/09585192.2013.798921

Tumele, S. (2015). Case study research. *International Journal of Sales, Retailing & Marketing*, *4*(9), 68-78. Retrieved from http://ijsrm.com.

Uri, T. (2015). The strengths and limitations of using situational analysis grounded theory

    as research methodology. *Journal of Ethnographic & Qualitative Research, 10*(2),

    135-151. Retrieved from www.jeqr.org.

Ventura, M., Salanova, M., & Llorens, S. (2015). Professional self-efficacy as a predictor

    of burnout and engagement: The role of challenge and hindrance demands.

    Journal of Psychology, *149*, 277-302. doi:10.1080/00223980.2013.876380

Vera, M., Le Blanc, P. M., Taris, T. W., & Salanova, M. (2014). Patterns of engagement:

    The relationship between efficacy beliefs and task engagement at the individual

    versus collective level. *Journal of Applied Social Psychology*, *44*, 133-144.

    doi:10.1111/jasp.12219

Wargo, W.G. (2015). Identifying assumptions and limitations for your dissertation.

    Menifee, CA: *Academic Information Center*. Retrieved from

    www.academicinfocenter.com.

Wilson, V. (2014). Research methods: Triangulation. *Evidence Based Library and*

    Information Practice, 9(1), 74-75. Retrieved from

    http://ejournals.library.ualberta.ca/index.php/EBLIP

Wright, P. M., & Ulrich, M. D. (2017). A road well traveled: The past, present, and future

    journey of strategic human resource management. *Annual Review of*

    Organizational Psychology and Organizational Behavior, *4*, 45-65.

    doi:10.1146/annurev-orgpsych-032516-113052

Yemini, M., & Sagie, N. (2015). School-nongovernmental organization engagement as an

    entrepreneurial venture: A case study of Sunlight's engagement with Israeli

schools. *Educational Administration Quarterly*, *51*, 543-571. doi:

10.1177/0013161x14540171

Yin, R. K. (2016). *Qualitative research from start to finish.* (2nd ed.) New York: The

Guilford Press.

Appendix A: Interview Questions

1. What strategic planning tools do you have in place for employee engagement?

2. How did you find those specific planning tools?

3. How did you design your engagement strategy using the planning tools?

4. How are those strategies implemented?

5. How do you know when your employees are engaged?

6. How do you evaluate the effectiveness of the planning tools?

7. How are other leaders informed about and responsible for engagement?

8. How do you maintain engagement?

9. How often do you review your engagement strategies?

10. Who is involved in the engagement strategy review?

11. What else can you add that would be relevant to this study?

Appendix B: Permission to Use

Re: Permission to use Organizational Dimensions diagram

AB **Andreas Budiharjo** <andreasbs@pmbs.ac.id>   👍   ↩ Reply all | ⌄
Yesterday, 11:39 PM
Victoria Benson ⅀

Inbox

To help protect your privacy, some content in this message has been blocked. To re-enable the blocked features, click here.

To always show content from this sender, click here.

📎 | Action Items   🔓

Hello Victoria

Please use my diagram but mention the source. Please also send your research proposal/article as I am eager to know your study .

What I need is that while you have finished your research or article, please send a copy to me.

By the way, in what university are you taking your Ph. D program ?

Kind Regards

Andreas Budihardjo

Professor in Organization & Human Resource Management
Universitas Prasetiya Mulya
Jakarta
Indonesia