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Dimensions of engagement of employees. Review of tests

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ABSTRACT

In the article, the authors point to the importance of different dimensions in the employee engagement process. Attention was paid to such determinants influencing the engagement that are most often presented in foreign literature. The publication presents a list of elements shaping the employee's engagement, which were mentioned in the subject literature and presented in selected studies. The aim of this publication is to indicate what dimensions of engagement are most often given by the authors of scientific research and whether the dimensions of engagement indicated in the theoretical studies are reflected in scientific research.

*Keywords***:** employees, dimensions of engagement, commitment to work

1. INTRODUCTION

Employee involvement in work is recognized as an effort put into the activities performed, which are associated with some sacrifice. Commitment is expressed in the extent to which the employee personally engages in helping the organization, working better than necessary to maintain the position. Commitment to work is associated with everyday tasks, responsibilities with greater dedication and devotion (Saks, 2006, 78-80). Literature does not define the process of employee involvement in an unambiguous and systematic way. This may be due to the fact that the various elements that shape this commitment are selected.

Authors in foreign literature give many factors that affect employees' involvement. Schaufeli et al. (Schaufeli, Salanova, Gonz'alez-Rom'a, Bakker, 2002, pp. 71-73) enumerate vigor, preoccupation and dedication to work among these dimensions. Seligman (2011, pp. 57-59) points to elements that will strengthen employee activity in the company, i.e. talent management or employee satisfaction building. Scholl states that the element creating employee involvement is their loyalty to the employer and the identification with the company's goals.

The literature on the subject indicates many dimensions of engagement. They include culture, cooperation and accepting responsibility (Meyer, Allen, 1990, pp. 1-18); vigor, devotion to work and preoccupation with work (Schaufeli, Salanova, Gonz'alez-Rom'a, Bakker, 2002, pp. 71-92) or thinking, feeling and acting (Meyer, Allen, 1990, pp. 1-18).

The publication presents a list of elements shaping employee engagement listed in the subject literature and presented in selected studies. The aim of this publication is to indicate what dimensions of engagement are most often given by the authors of scientific research and whether the dimensions of engagement indicated in the theoretical studies are reflected in scientific research.

2. EMPLOYEE INVOLVEMENT - A DEFINITIONAL APPROACH

Employee involvement management is an approach in business management, based on taking into account the impact of employee engagement in acting for the organization on personnel policy, organization development policy and company productivity. A committed employee is one who focuses on his or her work, is enthusiastic about its performance and implements or exceeds the business goals set before it, acting in the interest of the company (Harter, Schmidt, Keyes, 2003, pp. 205-207). Work engagement, according to Schaufeli et al. it is a positive state of mind of an employee who is characterized by experiencing vigor, preoccupation and dedication to work (Schaufeli, Salanova, Gonz'alez-Rom, Bakker, 2002, pp. 71-73). Employee involvement is a measurable level of positive or negative attachment to work, colleagues and organizations that affects learning and high performance at work (Seligman, 2011, pp. 59). Seligman indicates that this involvement in human resource management, a model that defines elements that should be taken into account when planning activities related to the involvement of employees in the company (eg talent management, career path planning, defining strengths, sense of satisfaction, responsibility activity business or employee volunteering) (Seligman, 2011, pp. 57-59). Commitment is a measure of the strength of the employee's relationship with the company. It translates into such aspects as efficiency and quality of work, attachment of an employee to the organization, willingness to stay in it, and readiness to bear additional efforts on its behalf. Commitment is built by many factors: management style, relationship with the immediate superior, development opportunities, conditions provided by the employer, quality of cooperation with other employees or remuneration.

Commitment in the meaning of commitment is therefore conditioned by subjective factors (resulting from individual characteristics of the employee and his / her professional situation) and cultural factors (resulting from social norms and customs, as well as from the way of upbringing and the model of family life). This type of involvement is often manifested through pride of belonging to the organization, as well as through loyalty and a high level of

employee identification with the company's goals. The second approach to commitment refers to the English-language term invo-ple. It is closely related to the concept of direct participation and is most often used in relation to the individual inclusion of employees in the process of making organizational decisions. Involvement involves, in this case, the inclusion of employees in the company's affairs by informing them about issues directly affecting, for example, their position or pay, by collecting opinions from employees and providing them with feedback on the results of their tasks, and through encouraging female employees to influence decisions and matters related to their work environment. They may concern, among others designing one's own workstation (including time and manner of performing duties as well as improving the work process), influencing operational decisions made by management, such as production, sales and supply, as well as expressing suggestions and ideas regarding health and safety at work. The role of involvement in building involvement in the meaning of engagement is emphasized in literature (Secord, 2003, p. 231).

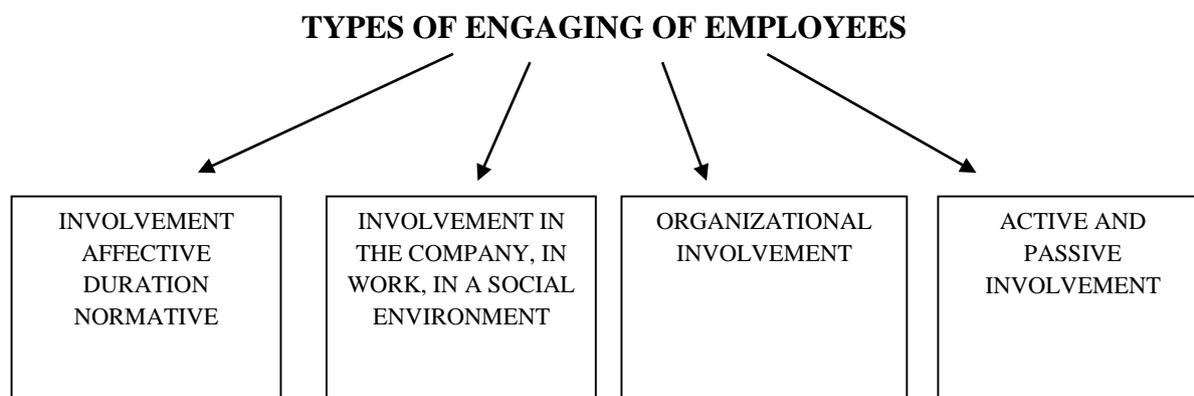## 3. TYPES OF EMPLOYEE INVOLVEMENT

Organizational commitment - individual employee attachment to the organization and identification with it, consists of three components: affective engagement, commitment of duration and normative engagement. Affective commitment - emotional attachment of the employee to the organization. This reflects the extent to which the individual wants to be in the organization. Duration commitment (continuance commitment) - the need to continue working for the organization, resulting from the fear of costs and losses related to leaving the organization or lack of employment alternatives. It corresponds to how much a person needs to be in an organization. Normative commitment - commitment conditioned by social norms, defining the level of commitment of the organization and the sense of commitment, loyalty and loyalty of the employee towards the organization. It illustrates how much a person feels that he should be in an organization (Kostera, 2008, p. 56, Allen, Meyer, 1990, pp. 1-18).

The involvement of employees may be manifested in various forms, as involvement in the company in which they are employed, commitment to work, occupation they perform, or in the social environment in which they operate. The employee's organizational commitment means identification with the mission, common values, as well as with the company's goals and tasks, the desire to belong and readiness to act beyond the standards, giving high importance to the interests of the organization and even priority over the individual's own interests (Wojtczuk-Turek, 2009, p 25-28). The authors Buck and Watson (2002, pp. 234-235) distinguished their involvement in work according to its type and content, in the profession, in the organization to build its value and identifying with its goals and values, in cooperation with colleagues and external clients, building appropriate interpersonal relations.

There is an active and passive commitment. Passive engagement is understood as attachment to the organization, persistence in it (Shuck, Wolland, 2010, pp. 123-128).

Active engagement, according to Harter et al. it is an inclusion in the company's affairs (Harter, Schmidt, Keyes, 2003, pp. 205-244). Passive engagement by Porter et al. (Porter, Steers, Mowday, Boulian, 1974, pp. 243-245) and O'Reilly and Chartman (1986, pp. 98-103) includes three factors: a strong belief in the legitimacy of the goals and values of the organization, the willingness to bear considerable effort on organization and willingness to be a member of the organization. In turn, the commitment is active according to Egan and

O'Reilly et al. (Tsui, Egan, O'Reilly, 1992, pp. 549-579) extended by the factor of job satisfaction and the willingness to actively participate in achieving the organization's success. The types of employee involvement in synthetic terms are presented in drawing No. 1.

TYPES OF ENGAGING OF EMPLOYEES

INVOLVEMENT AFFECTIVE DURATION NORMATIVE	INVOLVEMENT IN THE COMPANY, IN WORK, IN A SOCIAL ENVIRONMENT	ORGANIZATIONAL INVOLVEMENT	ACTIVE AND PASSIVE INVOLVEMENT

Fig. 1. Types of employee involvement
Source: Own study.

4. DIMENSIONS OF EMPLOYEE ENGAGEMENT

Commitment is measured in three dimensions: culture, cooperation, accepting responsibility (Harter, Schmidt, Hayes, 2002, pp. 205-244). Culture - engagements related to functioning in the organizational culture, in a certain organizational climate. Attachment to the style of leadership, vision, mission and company value, communication, strategy and personal policy. Cooperation - engagement based on mutual relations in the organization (with superiors, with co-workers), willingness to cooperate in a group to achieve the organization's goals. Accepting responsibility - commitment related to taking initiative, taking responsibility for action and feeling of influence on shaping reality and loyalty towards the organization (Harter, Schmidt, Hayes, 2002, pp. 205-244).

PERMA model - in positive psychology, a model defining 5 elements of a good life. The concept was introduced by Martin Selingman. PERMA is an abbreviation of English words (Seligman, 2011, pp. 57-59):

- P - Positive emotions, or positive emotions (eg joy, appreciation, comfort, inspiration, hope or curiosity),
- E - Engagement, i.e. a commitment, i.e. a flow or a state in which everything related to a given situation is correct. Commitment also means minimizing the importance of factors interfering with or disrupting work, for focusing on the activity performed,
- R - Relationships, or relationships - staying among people, cooperation,
- M - Meaning, meaning sense of the activity performed,
- A - Accomplishment / Achievement, or achievements (Seligman, 2011, pp. 57-59).

The author of probably the most popular concepts of engagement of W. Schaufelli et al. (Schaufeli, Salanova, Gonz'alez-Rom'a, Bakker, 2002, pp. 71-92) maintains that involvement is a three-dimensional construct that consists of: experiencing a vigor (vigor) during the job, devotion to work (dedication) and absorption (absorbtion) (Schaufeli, Salanova, Gonz'alez-

Rom'a, Bakker, 2002, pp. 71-92). Vigor refers to experiencing during work feelings of energy flow and resistance to physical and mental fatigue. Devotion to work concerns the belief that work is important and that its performance is important and can be proud. Preoccupation with work involves experiencing at work full concentration on the tasks performed, which may be accompanied by a sense of fast passage of time. Meanwhile, Schaufeli et al. Clearly separates commitment from job satisfaction. Job satisfaction can be seen here as a cognitive appraisal of work, while involvement in work is a state that one experiences during work (Schaufeli, Salanova, Gonz'alez-Rom, Bakker, 2002, pp. 71-73).

Intensity of engagement, according to L. A. Witt, K. M. Kacmar and M. C. Andrews (2000, pp. 341-358), manifests itself in a persistent and constant effort or even surpassing it. The first one means good work, but it does not contribute to the creation of added value. The second one is characterized by taking actions that go beyond the adopted plans, set goals and, consequently, serves the creation of added value - it is effective (Witt, Andrews, Kacmar, 2000, pp. 341-358).
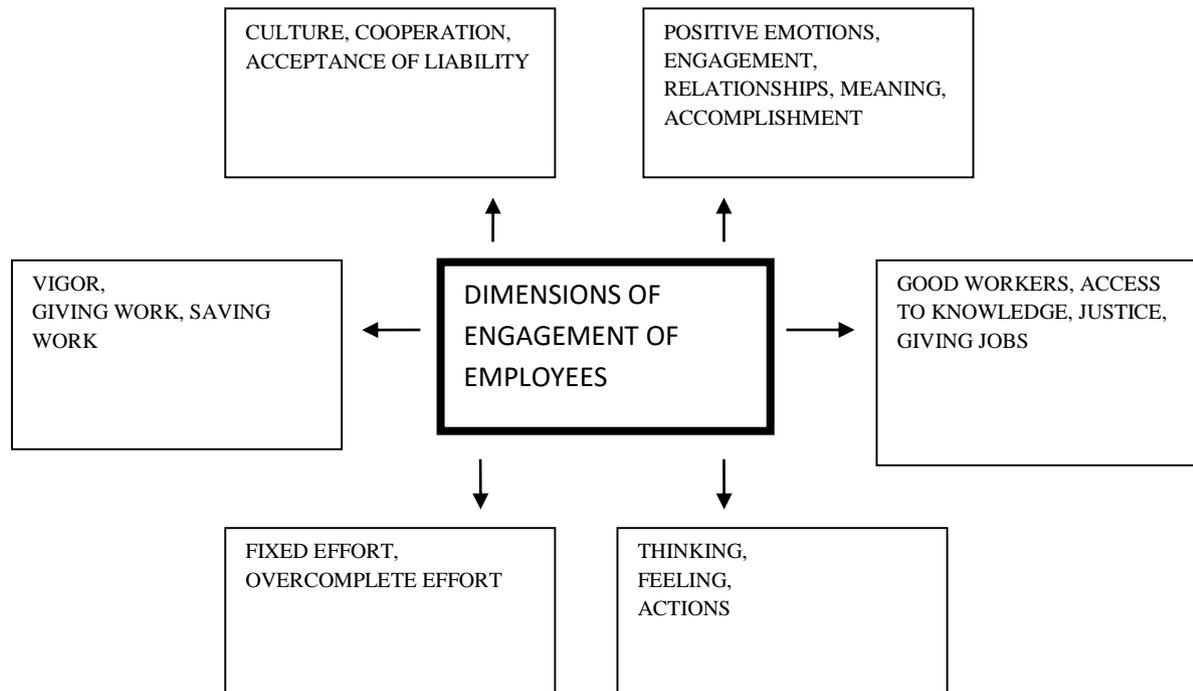
Fig. 2. Dimensions of employee engagement
Source: Own study.

One of the more commonly used engagement models is the three-component organizational commitment model of Meyer and Allen (1990, pp. 1-18), formulated in the 1990s. According to this approach, three different categories of employees' internal motivation lie at the basis of engagement, which affect their staying in the company: the dimension of thinking, feeling and acting. The dimension of thinking, that is, the compatibility of the employee's views and values with the values professed in the company

and the perception of matching to its organizational culture. The dimension of feeling, that is, the sense of community and responsibility for the company, job satisfaction in the company and the tendency to recommend it as an employer. Dimension of action, i.e. readiness to undertake additional effort for the company (Cook, 2008, pp. 75).

A slightly different model was presented by S. Cook (2008, pp. 75-79), which makes engagement dependent on four factors (actually areas that contain collections of factors - well-being), providing access to information (information), the sense of fairness and dedication to the commitment, this model presents not only the factors influencing the engagement, but also the individual stages of the engagement process on the organization's results. According to S. Cook, providing the four elements mentioned above makes that employees feel valued, respected and that management trusts them, which in turn translates directly into the behavior of employees who give their best, work beyond their duties and are loyal, motivated and enthusiastic (Cook, 2008, pp. 75-79). The dimensions of employees' involvement in a synthetic approach are presented in Fig Episode 2.

5. REVIEW OF RESEARCH ON EMPLOYEE ENGAGEMENT

Towers Perrin (2008), based on its employee engagement research throughout the world, identifies the top 10 factors that increase engagement:

1. Senior managers are interested in making employees feel good at work.
2. Employees have the opportunity to develop skills.
3. The organization has a reputation for being socially responsible.
4. Employees have influence on making decisions.
5. The company consistently cares about the client.
6. High personal standards are established.
7. Employees have career and development opportunities.
8. Tasks are ambitious, they help to acquire new skills.
9. Employees have good relations with superiors.
10. The organization supports innovative thinking.

According to Sanborn P., Malhotra R., Atchison A. (2017, pp. 12-14), the authors of the Trends in Global Employee Engagement report, the factors that most involve people in work are: mission, purpose and company values, team, atmosphere trust and camaraderie, company's care for the employee. (Sanborn, Malhotra, Atchison, 2017, pp. 12-14). Mission, goal and goodwill - employees whose personal values are part of the company's value will be more involved. This element should be checked already during recruitment. The team, the atmosphere of trust and camaraderie - in a good team the work is more effective, more enjoyable, more and more desire to achieve. The company's care for the employee - these are not only the working tools, trainings and subsidies for the holidays. It is primarily the feeling that you are important in this company, regardless of the position that the company is interested in the employee,as a man and takes care of his diverse needs and life roles (Sanborn, Malhotra, Atchison, 2017, pp. 12-14).

In addition to the above, you can also distinguish other aspects that affect the level of engagement. These include: the employees' perception of the importance of their duties in the context of the functioning of the organization, as well as the work of the entire team (the

employee must be aware of how he contributes to the company's objectives and mission), formulate expectations, opportunities professional development within the organization, receiving current feedback, balance between work and private life, good communication within the organization (Sanborn, Malhotra, Atchison, 2017, pp. 12-14).

Similar conclusions follow from the Institute for Employment Studies (IES) research (Robinson, Perryman, Hayday, 2004, pp. 34-36).

The most important factors that build employee engagement are:

1) Including employees in making decisions.
2) The degree of the employees' ability to express their ideas, to submit ideas, the degree of attention paid to them by managers, valuation of the contribution employees.
3) The ability to define your work by employees.
4) The degree to which the organization cares for the well-being of employees.

In 2015, the employee engagement rate in Polish companies was 52% on average. According to the methodology of Aon Hewitt, the employee involved is one who simultaneously presents three attitudes: he speaks positively about his company; it remains that is, links the professional future with the company and works for the company and feels motivated to give more than it defines the scope of duties. The most connected with the company are employees from the pharmaceutical industry. As many as 64% of employees declare their willingness to stay in their company in the long term. Similar indicators for this attitude are characteristic for companies from the financial and IT sectors (63% of positive responses). Such a high ratio means the employer's care for the working environment, but also a high comfort zone for employees. High motivation to exceed the goals is characteristic of employees from the FMCG and IT sectors. About 60% of employees of companies from these industries feel motivated by the company to make the best of their duties and give even more if the situation so requires. The positive perception of the board in the company, the feeling that employees are treated as the most important capital of the organization, as well as issues related to development opportunities in the company, have a significant impact on building an active attitude of employees. It is true that the level of energy of employees who join the organization significantly determines the level of involvement at further stages of work in the company. The second important determinant is the ability of the employer to maintain this level of involvement during the whole period of employment. The highest level of involvement among new employees is noted by the IT industry, the newest employees in the banking industry have the least energy to work (the average level of engagement in the group under 3 months was 92% in IT and 55% in banking respectively) (Sanborn, Malhotra, Atchison, 2017, pp. 12-14).

Research carried out by A.M. Saksa (2006, pp. 78-80) in a cross-sectional way present relationships between factors that trigger employee involvement (both involvement in work and organizational) and indicate the consequences of engagement. Research results A.M. Saksa (2006, pp. 79-80) allows to conclude that the characteristics of work affect the involvement in work, i.e. employees whose work is enriched and making high demands feel obliged to become more involved in it. Similarly with organizational support. Open and supporting labor relations are a source of a sense of psychological security. Such supportingthe environment gives the employee the opportunity to experiment and do new things without unpleasant consequences in the event of an error. When an employee is

convinced that the organization is worried about him, he is concerned about his well-being, then he will try to fulfill his obligations to the organization with greater commitment. A.M. Saks showed that employees' perception of organizational support is positively correlated with involvement in work, and noticing support from their supervisor is positively correlated with organizational commitment. In the same studies, it was also found that the sense of justice affects the level of employee involvement. The level of employee involvement and support in achieving success is influenced by various factors. Among the motivations that influence employees' engagement, one can mention a clear and engaging direction of the organization, trust in its leaders, cooperation and support that employees gain as well as the possibility of development within the company. In turn, employees' support in achieving success ensures that they are properly assigned to the roles played and that they have the necessary resources to perform their task in an active way (Saks, 2006, pp. 78-81). These factors include in particular the management of results, the appropriate level of responsibility given to them, the empowerment of employees to perform tasks, and training (Wójcik, 2009, pp. 25-30). The attitude of the company's management staff is a priority for building employee engagement. The lack of trust between employers and employees is indicated as the main cause of non-alignment. Employees do not trust their leaders, they do not believe what they say to them and hence a crisis in the relations between managers and subordinates is born, the consequence of which is the lack of commitment (Wójcik, 2009, pp. 25-30).

The table in Table 1 presents a comparison of the engagement dimensions presented in the literature and international studies.

Table 1. List of engagement dimensions by literature and research.

Dimensions of engagement according to the literature.	Dimensions of engagement according to research
Knowledge	ncluding employees in making decisions. The organization has a reputation for being socially responsible.
Culture	Mission, goal and values of the company, team, atmosphere of trust and camaraderie, company's care for the employee. High personal standards are established. Characteristics of the work.
Cooperation, operation, relationships	Employees have good relationships with superiors. The organization supports innovative thinking. Senior managers are interested in making employees feel good at work.
Organizational support, Human relations Justice, accepting responsibility	Employees have influence on making decisions. Sense of justice.
Putting down work, absorbing work, sense of sense of activity	Tasks are ambitious, conducive to acquiring new skills. The ability to define your work by employees. The employee speaks positively about his company, he remains that is, he links the professional future with the company and works for the company

Employee's well-being, feeling, vigor, positive emotions, achievements.	The company consistently cares about the client. Employees' perception of the importance of their duties in the context of the functioning of the organization. Employees have the opportunity to develop skills. The degree of the employees 'ability to express their ideas, submit ideas, the degree of attention paid to them by managers, and the valuation of employees' contributions. The degree to which the organization cares for the well-being of employees. The employee feels motivated to give more than he defines the scope of duties.

Source: Own study.

The analysis shows that the dimensions of engagement given in the theoretical approach to literature are general slogans that generally describe the effects of scientific research. It can be assumed that knowledge will be formed among the employees involved, when they will actively participate in decision-making by the bodies managing the company. Culture as an engagement dimension is an element combining missions, vision, goals, company values, tasks performed at the workplace and relations between employees. The sense of justice and responsibility employees get involved in the organization's affairs, making different decisions. The often mentioned dimension of employee involvement, which is dedication to work, is confirmed when employees carry out ambitious tasks, have the opportunity to develop and in the long-term cooperation with the organization. The dimension of commitment, which is also often mentioned, is the employee's well-being - vigor. This element is influenced by the level and manner of appreciation of the employee by the company, acceptance of the employee's active participation in the issues of company management and the way employees motivate the company.

6. CONCLUSIONS

Analysis of the literature on the subject allows to conclude that there is no single, defined definition of employee involvement. According to many authors, this process is considered differently. Commitment defines a certain level, the degree of identification and involvement of an employee in the functioning of the organization, while ensuring personal development and achieving the goals of the entire organization.

The dimensions of employees involved in international research coincide with those given in the literature on the subject. However, due to the fact that there is no closed canon of engagement dimensions, these measurements are interpreted differently in the studies. Not only the employer, but also the employee, co-workers and the external environment of the company influence the dimensions of the engagement.

While research on engagement is aimed at identifying the possibilities an organization has in building employee engagement, the complexity of the problem indicates that not everything depends on the organization itself. Employee involvement is shaped by a number of factors and not all employers can influence. The above considerations concern only one of the significant problems of employees' involvement in organizations. A big limitation of the presented analysis is the lack of results of own empirical research. It also seems that the

interesting issues that require both the construction of theoretical models and their empirical verification include such problems as: examining factors that reduce employees 'involvement and analysis of ways to eliminate these factors, examining employees' engagement, taking into account the characteristics of diversity, eg age, education and gender of employees.

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