

The Influence of Internal Communication on Employee Engagement, Considering the Moderating Role of Organizational Culture: A TCCM Approach

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ABSTRACT

While making sure that the employees are satisfied and carry a mindset of happiness it is essential to have a state of engagement among the employees at the workplace. Since its inception, several researchers have delved into this topic area. Considering the numerous structures and the outcome, several academics have demonstrated the best employee engagement options. Even after years of research and analysis in the era of management, the topic of human resource practices remains rich and up to date. This review has looked at the topic of Employee Engagement in connection with Internal Communication from 1952 to 2024 and shown how far it has come. This analysis compiles and examines prior research on the "theories, contexts, characteristics, and methods" ("TCCM") of Internal Communication effecting Employee Engagement considering the moderating role of Organizational Culture. To compile exhaustive data Scopus and homepage of journals were mined for the research papers in order to forestall the fallacy of exclusion based on selection criteria of highly regarded journals and language. The paper's overarching goal is to identify the factors affecting Employee Engagement and primarily the role played by Internal Communication in driving the engagement among employees. This review includes 108 papers after extensive searching and careful evaluation. In order to get a full picture of an area, researchers perform a methodical examination of the relevant literature (called a "systematic literature review," or "SLR"). Findings from studies on the factors that influence and are affected by the HR practices in bringing Employee Engagement are out in a comprehensive conceptual framework. In order to move this field forward, a framework for future study has been provided based on the findings of the in-depth content analysis. This study may lead to new ways of thinking about factors affecting the state of engagement among employees and their consequences, which in turn could change the game in terms of what kinds of practices could be followed.

Keywords: Employee Engagement, Internal Communication, Organizational Culture.

Introduction

Today most organizations have identified the need to invest in human capital, to achieve the maximum effort from their employees and to be able to create success in a highly competitive environment. Investment in human capital has been identified as one way of creating a competitive edge. An organization can acquire most of the assets similar to its competitor but cannot copy the skill and talent of the human resources of the competitor. Unless other assets are alive and most importantly it can think, react and respond.

Since employees are not like machines, organizations have to motivate people to engage with their work. Engaged employees give favorable results to the organization, such as positive financial returns and organizational effectiveness (Saks, 2006). It is paramount important to keep the employees engaged so that they will deliver their discretionary effort. Why is employee engagement so important? Employees want the best possible relationship with the organization; they want to be provided with the best possible initiatives that will make them happier creating an increased feeling of being valued and involved in them organization (Robinson et al. 2004).Employee

engagement has emerged as a way for an organization to measure their investment in human capital; a further alternative to measuring employee commitment to the organization and as a way of creating a more effective workplace. Benefits of an engaged workforce contribute to these organizational outcomes through increased productivity, higher job satisfaction, and decreased turnover. Engaged employees are more likely to stay with the organization, perform better than their colleagues and act as advocates of the business and Engagement can enhance bottom-line profit and enable organizational agility and improved efficiency in driving change initiatives. Engaged individuals invest themselves fully in their work, with increased self-efficacy and a positive impact upon health and well-being, which in turn evokes increased employee support for the organization (Robertson et al 2009).

Getting engaged in the workforce is a challenge to all the organizations nowadays. There are a number of factors that affect employee engagement. While drivers of employee engagement have been identified as perceived support, job characteristics, and value congruence, internal communication is theoretically suggested to be a key influence in both the process and maintenance of employee engagement efforts. According to Kahn, 1992; MacLeod & Clarke, 2009; Truss, Soane, Edwards, Wisdom, Croll & Burnett, 2006 (as cited in Karanges, 2014), Industry research has recognized internal communication as a key underlying influence of employee engagement and organizations that effectively communicate employees experiences higher levels of engagement. Communication gaps can be devastating for any business in today's competitive and fast paced environment (Gaither, 2012). The role of effective internal communications has become apparent as companies evaluate employee engagement and organizational performance (Saks 2006). Internal communication is among the fastest growing specializations in public relations and communication management. It is described as a process utilized within organizations, internal communication shares information and contributes to a sense of community among employees.

Internal communication is a strategy for connecting employers and employees, because both parties can easily exchange important information (Mishra et al. 2014). It is an essential tool to motivate employees in different aspects. Mandal and Gunasekaran (2003) believe that a successful internal communication system increases the positivity of employees' attitudes and behaviour to achieve work outcomes. With effective internal communication, employees enhance performance and gain trust in the organisation (Nadeak and Naibaho 2020), which means that this construct plays an indispensable role in human resource practices and should be implemented in several departments (Ahmed et al. 2003). Therefore, its function is as important as external communication with customers (Dwairi et al. 2007). Employee engagement is described as "the degree to which an individual is attentive and absorbed in the performance of their roles" (Saks 2006, p. 602). Previous research points out that, if managers implement effective and suitable internal communication tools, employees tend to be more engaged with their job and workplace (Jacobs et al. 2016). Moreover, internal communication also impacts productivity, trust, and even commitment (Pounsford 2007). On the other hand, internal communication also impacts employee loyalty in the organisation. Loyalty in employees is built up based on different elements such as internal communication. The effective system helps employees to know about new announcements, regulations, procedures, and important events. It makes them more engaged and loyal (Narteh and Odoom 2015). Moreover, Organizations can be most effective by developing a communication plan that focuses on internal messaging and media, but is also equipped and able to evolve around external messaging. Rich et al. (2010) posit that if communication within an organization is truthful, respectful, polite, and dignified, it is likely to play an important role in developing optimum levels of employee engagement (as cited in Karanges, 2014).

There are two essential relationships that dominate an employee's professional life: a relationship with their organization (i.e., executive and senior management) and with their direct supervisor; commonly referred to as social exchange relationships. When an organization and supervisors communicate with their employees on a daily basis, they facilitate a relational exchange process. Therefore, the relationship between internal communication and employee engagement is believed to operate through social exchange factors (Karanges, 2014). Favorable social exchange relationships are essential for achieving organizational and individual goals and objectives. Social exchange theory is a prominent theoretical paradigm for understanding workplace relationships (Cropanzano and Mitchell 2005) and employee attitudes and offers a lens to explore social exchange relationships within the organizational environment. Further understanding of the mechanisms relating to social exchange relationships is required to provide greater insight into the relationship between internal communication and employee engagement. The purpose of this research is to investigate direct relationship: whether internal communication impacts on employee engagement with the help of previously published papers and other forms of research.

Moreover, determine in what way internal communication affects employees and their level of engagement. While consulting firms have identified communication as a means for improving engagement, not enough scientific research has concentrated solely on the relationship between the two (Hayase, 2009). The current study will provide the relationship between internal communication and employee engagement and provide research on how internal communication affects employee engagement levels.

Methodology

A systematic literature review (SLR) is a methodical procedure designed to locate the most relevant papers for answering specific research questions. These analyses seek to incorporate, assess, and develop implications from the prior literature. Several scholars have suggested the procedure of a SLR in the past. (Rosyidah and Pratikto, (2022); Ampatzoglou, (2015)). These systematic literature reviews have provided the knowledge necessary to develop review methodologies that are in line with the goals of the research. The seven-step methodology (SSM) created to carry out the research objectives is shown in Figure 1. Figure 1 clearly shows the SSM summary used for the financing decision epistemological examination.

Several different search strategies have been tried to get the largest possible number of relevant articles (Ojaghi et al., (2019)).Selecting and settling on keywords and search terms created iteratively from the literature, scoping research, and discussion within the review team is the first step in conducting a systematic search of the literature for review (Ampatzoglou, 2015). Keywords, core features, and permutations of these all contributed to the various search permutations that yielded useful results. The database has been searched with keywords like “Employee Engagement”, “Employee Engagement”, “Organization Communication”.

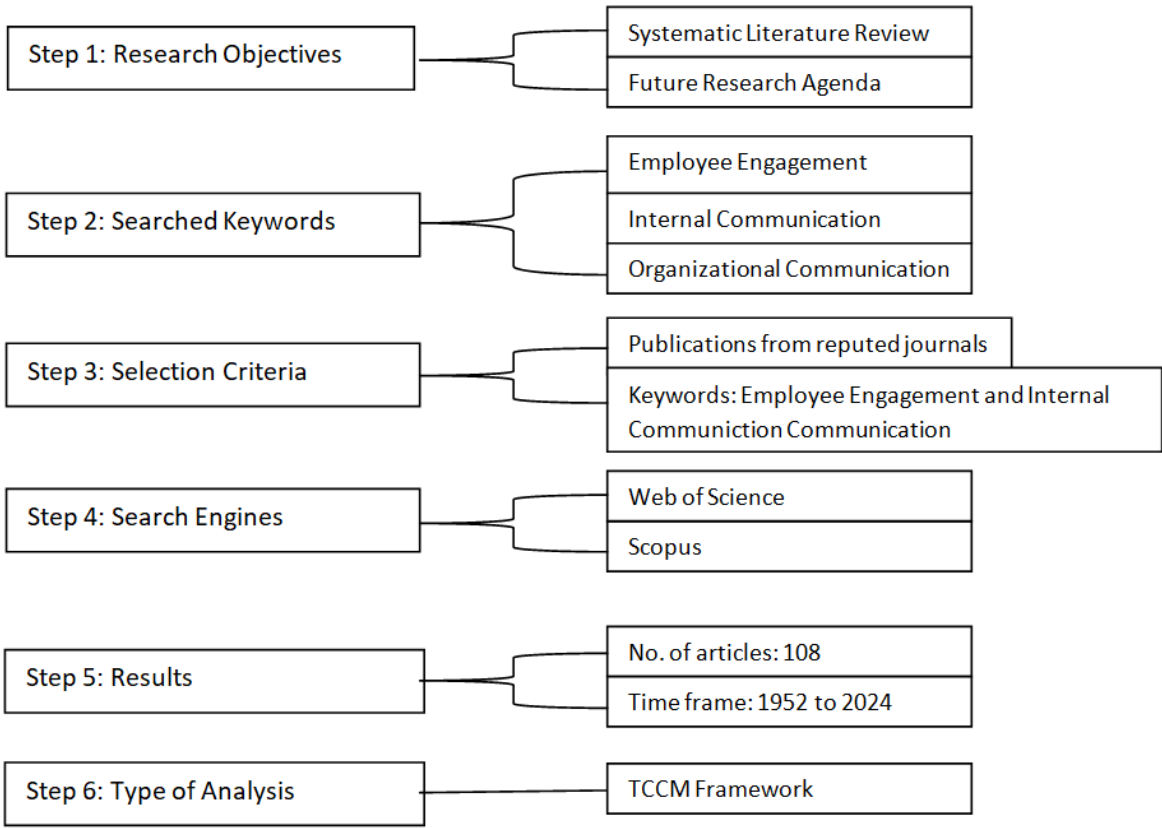


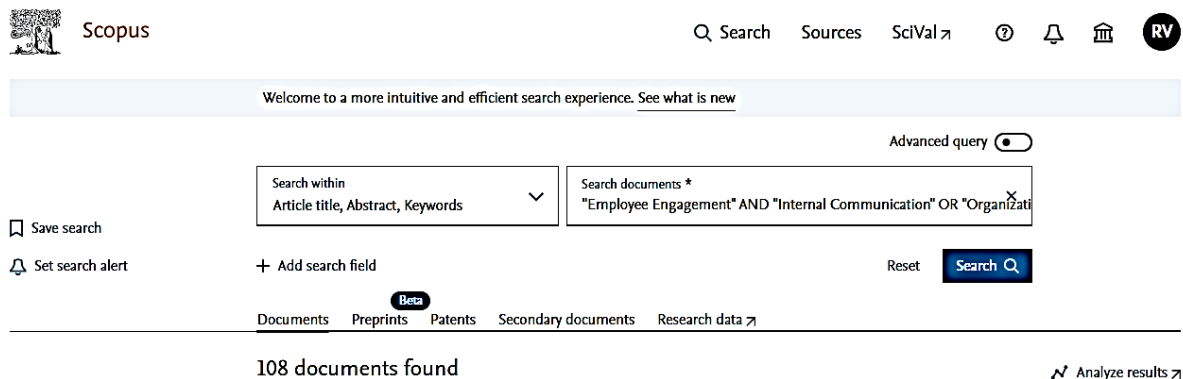
Figure 1 Steps of methodology

The intention to base the conclusion on the most compelling evidence is congruent with the rigorous criteria and particular standards that were applied during the systematic review. Articles published on financing decisions in terms of firm value and firm performance were selected. Both automated and human-driven searches were used to compile a list of the premier academic journals from the ABDC list, which are classified as A*, A, and B journals.

Scopus, Web of Science and Journal homepage were used for compiling the dataset for the study. Electronic and manual searches have been used to collect articles on Firm worth and performance in financing decisions to rule out the possibility of omissions.

The literature-search syntax is presented in Table 1. When exploring the literature in Scopus, the articles found using this syntax replicate the concrete records developed from 1952 to 2024. Scopus is by far the largest database dedicated to scholarly articles and conference proceedings.

Over the former era, the study and implementation of Employee Engagement Practices have stood at the vanguard of the business and management disciplines. Therefore, after applying the "subject area filter," we were left with a manageable 108 papers. Moreover, the other sources were also explored including Web of Science and Google Scholar which helped further providing around 50 papers after eliminating the duplicate files from the Scopus database. The resulting article abstracts were carefully examined. The abstract screening process was designed to eliminate duplicates and extraneous documents from the dataset by removing any potentially irrelevant studies.



The screenshot shows the Scopus search interface. At the top, there is a navigation bar with the Scopus logo, a search bar, and links for Sources, SciVal, and a user profile icon. Below the navigation bar, a welcome message states: "Welcome to a more intuitive and efficient search experience. See what is new". The main search area features a "Search within" dropdown menu set to "Article title, Abstract, Keywords". To the right, the "Search documents *" field contains the query: "Employee Engagement" AND "Internal Communication" OR "Organizational Commitment". Below the search fields, there are options to "Save search", "Set search alert", and "Add search field". A "Beta" badge is visible. At the bottom, there are tabs for "Documents", "Preprints", "Patents", "Secondary documents", and "Research data". The results section shows "108 documents found" and a link to "Analyze results".

TCCM analysis

The extensive research effort done on many aspects of the decision-making process about finances has provided numerous scholars with valuable new insights. On the other hand, there is a dearth of published material that emphasizes the particular aspects of company financing choices that might make companies more responsive within the context of their sector and the nation. In the context of business value, firm performance, and financing decisions, this study conducted an analysis of the journals considered to be the most significant as well as frequently used terms.

On the other hand, with the assistance of TCCM analysis (Paul and Rosado-Serrano, 2019), the limitations that resulted from the study were rigorously investigated and examined. TCCM Analysis assists in filling in the gaps that were found in earlier studies and provides avenues for expanding the study's scope. As an outcome of this examination, the prominent TCCM have been acknowledged, which paves the way for further investigation into the uncovered or less visited areas. In addition to this, it makes it possible to construct proposed examples from the point of view of nations and industries that have not been well researched so that the research can be generalized within the topic domain. The topic's historical progression as it took the shape of TCCM has been dissected and analyzed. In addition, the following study provides a summary of the gaps that have been identified in the earlier published literature on company value, firm performance, and financing decisions within the confines of Theory, Characteristics, Context and Methodology (TCCM) as well as the forthcoming research outline for additional expansion of the topic under analysis.

Theory

Social exchange theory (SET) is one of the gold standards to understand workplace behavior (Cropanzano and Mitchell, 2005). It has been taken as a base theory by many researchers to carry out their research. It is such a common phenomenon that is deeply inculcated in our daily lives. Exchanges are not limited to the organizations but extended to our family, friends, and relatives, and that too on a subtle basis. Cropanzano et al. (2017) defined the SET as (i) an initiation by an actor toward the target, (ii) an attitudinal or behavioral response from the target in reciprocity, and (iii) the resulting relationship. Relationships in the corporate world today are becoming increasingly complex (Chernyak-Hai and Rabenu, 2018). Hence, there is a need to update SET with the increasing

complexity of how organizations operate and how employees behave (Cooper-Thomas and Morrison, 2019). Rooted back in the 1920s (Malinowski, 1922; Mauss, 1925), social exchange theory has implications across various fields like social psychology (Homans, 1958; Thibault and Kelley, 1959; Gouldner, 1960), sociology (Blau, 1964), and anthropology (Firth, 1967; Sahlins, 1972). It was Homans (1958), who, for the first time, proposed the idea of “Social behavior as exchange” in the literature, and he further evolved this idea into its elementary forms in 1961. Thibault and Kelley (1959) proposed the converging notion of the “social psychology of groups.” Blau (1964)

Most research has been done in the context of Social Exchange Theory which is the most comprehensive social exchange theories are those of the American social psychologists John W. Thibaut (1917–1986) and Harold H. Kelley (1921–2003), the American sociologists George C. Homans (1910–1989), Peter M. Blau (1918–2002), Richard Marc Emerson (d. 1982), and Claude Lévi-Strauss (1908–2009). Homans defined social exchange as the exchange of activity, tangible or intangible, and rewarding or costing between at least two persons. Furthermore, it is elaborated based on the idea that social behavior is the result of an exchange process. According to this theory, people weigh the potential benefits and risks of their social relationships. When the risks outweigh the rewards, they will terminate or abandon the relationship. The purpose of this exchange is to maximize benefits and minimize costs. Most relationships are made up of a certain amount of give-and-take, but this does not mean that they are always equal. Social exchange suggests that it is the valuing of the benefits and costs of each relationship that determine whether or not we choose to continue a social association.

In addition, a lot of reliance has also been shown on Social Identity Theory as a principal framework while carrying out research. Social identity theory developed from a series of studies, frequently called minimal-group studies, conducted by the British social psychologist Henri Tajfel and his colleagues in the early 1970s. Social identity theory was developed to explain how individuals create and define their place in society. According to the theory, three psychological processes are central in that regard: social categorization, social comparison, and social identification.

Alternatively many researchers have used Relationship Management Theory as a foundation of their research. That holds that public relations balances the interests of organizations and publics through the management of organization–public relationships. Within that perspective, public relations are seen as “the management function that establishes and maintains mutually beneficial relationships between an organization and the public on whom its success or failure depends” (Cutlip, Center, & Broom, 1994, p. 2). The relational perspective has been explored in the context of various public relations functions, including public affairs (Ledingham, 2001a), community relations (Ledingham & Bruning, 2001), issues management (Bridges & Nelson, 2000), crisis management (Coombs, 2000), and media relations (Ledingham & Bruning, 1998b, 1999).

Moreover, the notion of relationship management is consistent with major theoretical concepts such as systems theory and the two-way symmetrical model of J. E. Grunig and Hunt (1984) and accommodates relevant middle-range theories. Along with that the other theories of Motivation, Leadership and Rationality have always been taken as a fundamental of research work.

Characteristics (C)

By narrowing in on the most important pieces of literature, we were able to pinpoint the most prominent trends and developments, which should stimulate further study of the interrelationships between them. A numerous researchers have found a connection between Employee Engagement and the other variables as a preceding and a resulting variable like (Internal Communication), (Organizational Communication), (Job Performance), (Employee Happiness)

Many factors also plays a role in connecting Employee Engagement and Internal Communication and during this research various mediating variables have been identified such as (Transparent Communication), (Organization Citizenship Behaviour), (Employee Perceived Climate), (Psychological Contract Fulfillment),

Context (C)

The systematic literature have shown that the studies have been done in various industries and in various countries. Majority of the work has been done in the countries like India, USA and China while the countries like Malaysia and Indonesia have also been found as the major contributors in the whole study. Research in leading countries covering thudies of Employee Engagement has been listed in Table 2. As can be seen, the United States,

Indonesia, China and India have all made significant contributions to the state of the art in at least two of the aforementioned fields of study. Therefore, the rest of the countries need to devote more resources to expanding their research area for other industries to fill the void.

Country	Publications
Australia	(Martin, Rebecca 2023)
Austria	(Einwiller, Sabine; Einwiller S.; Ruppel, Christopher; Ruppel C.; Stranzl, Julia 2021)
Bali	(Ni Putu Listya Purnamasari; Gusti Salit Ketut Netra 2020)
Bangladesh	(Azim, Mohammad Tahlil; Azim M.T.; Fan, Luo 2019)
China	(Toseef, Muhammad; Kiran, Alina; Zhuo, Suf and Send mail to Zhuo S. 2022) (Ma, Yan 2022) (Hsieh, Hui-Hsien; Kao, Kuo-Yang 2022) (Xu, Weizhi; Pan, Hong 2022) (Li, Qiaoling; Zhao, Junzhe; Qiao, Shiqi 2021) (Men, Linjuan Rita; Qin, Yufan Sunny; Mitson, Renee 2021)
Croatia	(Špoljarić, Anja; Tkalac Verčič, Ana, 2022)
Denmark	(Gode, Helle Eskesen; Johansen; Winni; Thomsen, Christa 2020)
Egypt	(Mousa, Mohamed; Massoud, Hiba K.; Ayoubi, Rami M. 2020)
Ethiopia	(Solomon Markos; Biruk Gossaye 2021)
Germany	(Haumer, Floriana Send mail to Haumer F.; Schlicker; Laurab; Murschetz, Paul Clemensc; Kolo, Castulus, 2021)
Greece	(Kokkina, Dimitra; Chountalas, Panos T.; Magoutas, Anastasios 2020)
India	(Imam, Hassan; Sahi, Anu; Farasat, Mobina 2023) (R.J. Singh, S. 2022; Sharma, K.K. 2022; Mittal, A. 2022; Chand, P.K. 2022) (Nikita, G.; Velicheti, S.N. 2022) (Sabu, V.G.; Manoj, M. 2022) (Tiwai, B.; Lenka, U. 2020) (Mewafarosh, R.; Tripathi, V.; Gupta, S. 2020) (Esther Zionia, A.; Sathyapriya, J. 2017) (Raj Kishore Patra 2017)
Indonesia	(Adi Sumarno, M. Ali Iqbal 2022)
Italy	(Mazzei, A., Butera, A., Quarantino, L. 2019)
Kuwait	(Almerri, H.S.H. 2023)
Kenya	(Waititu, P.; du Plessis, C. 2022)
London	(Vanhala, Mika; Dietz, Graham 2019)
Malaysia	(Kavitha Balakrishnan; Ajitha Angusamy; Muhammad Danial Rezza Rosli 2024) (Arif, S.; Johnston, K.A.; Lane, A.; Beatson, A. 2023) (Suemay Arif; Kim A.; Johnston; Anne Lane; Amanda Beatson 2023)
Pakistan	(Saeed, S.; Hassan, I.; Dastgeer, G.; Iqbal, T. 2023) (Basit, A.A. 2019)
Portugal	(Basit, Ameer A. 2019) (Mascarenhas, Carla; Mendes, Luis; Marques, Carla; Galvão, Anderson 2020)
Romania	(Nemțeanu, Marcela-Sefora; Dinu, Vasile; Pop, Rebeka-Anna; Dabija, Dan-Cristian 2022)
South-Africa	(Govender, Michelle; Bussin, Mark H. R. 2020) (Moletsane, Malesedi; Tefera, Orthodox; Migiro, Stephen 2019)

Taiwan	(Lin, Sheng-Wei; Liu, Yuan-Hung; Huang, Eugenia 2020)
Thailand	(Jutathip Manachaiwattana 2019)
Turkey	(Ozyilmaz, Adnan; Taner, Demet 2022)
USA	(Jiang, H.; Dong, C.; Zhang, Y., Ao, S. 2024) (Luo, Y. 2024) (Jiang, H.; Shen, H. 2024) (Cao, Y.; Lee, K. 2023) (Lee, Y. 2023) (Ramirez-Lozano, J; Peñafior-Guerra, R.; Sanagustín-Fons, V. 2023) (Men, L.R.; Qin, Y.S.; Mitson, R. 2023) (Mikkelsen, A.C.; Hesse, C. 2023) (Krishna, A. 2022) (Lee, E.; Kang, M.; Kim, Y.; Yang, S.-U. 2022) (Albro, M.; McElfresh, J.M. 2021) (Svensson, P.G.; Jeong, S.; Shuck, B.; Otto, M.G. 2021)
Vietnam	(Nguyen, Cao Minh Anha; Ha, Minh-Tri 2023)
South Korea	(Mmutle, Tsietzi Jeffrey 2014)
Spain	(Castro-Martínez, Andrea; Díaz-Morilla, Pabl 2019)
Sri Lanka	(Atapattu, Mayuri Menike; Huybers, Twan 2022)
Switzerland	(Zhang, Yafei; Dong, Chuqing; Weare, Andrea M. M.; Ao, Song Harris 2021)
Turkey	(Ozyilmaz, Adnan; Taner, Demet 2022)

Methodology:

Most of the previous researchers have taken various management models as the base i.e. Social Exchange Theory , Social Identity Theory, Relationship Management Theory. The mentioned theories have acted as the framework for the further research. To better understand the causes and effects of financial choices, researchers need to develop more studies using mixed-method approaches. Regression analysis was used in the majority of the statistical tests. (OLS, Multivariate, pooled, two- stage least square, three- stage least square) Likitwongkajon and Vithessonthi, 2020; Ararat and Yurtoglu, 2021); Correlation assessment (Zheng and Zhu, 2022); Panel data analysis (Tulcanaza and Lee, 2022; Kaur and Singh, 2019); GMM (Karim et al., 2022; Hossain, 2021), PLS-SEM (Soewarno and Ramadhan, 2020). Through statistical analysis, researchers were able to untangle the knotty connections between the costs and benefits of various funding options. Statistical analysis was also used to detect and quantify the reactive and substantial impacts on various outcomes.

Discussion and Proposed Framework:

The primary purpose of the study is to analyze the concept of Employee Engagement with the further identification of the variables which act as consequences and the antecedents. The found variables are the outcomes of the careful study of the available literature and the connections they have with the state of employees.

The comprehensive collection of data has been evaluated to find the role of leverage as an independent variable and dependent variable in diverse contexts. It has identified Internal Communication as an independent variable and many researchers have supported this argument with their analysis in different contexts. Along with Internal Communication, there are several variables which are identified as the key independent variables in the overall studies which are Internal Brand Communication (Van Nguyen, Long Thang 2021), Duration of the Job (Albro, Maggie 2021), Leader Charismatic Communication ([Men, Linjuan Rita 2021](#)).

It has been seen that Employee Engagement has remained a dependent variable in many of the studies many other variables like Internal Brand Communication (Van Nguyen, Long Thang 2021), Duration of the Job (Albro, Maggie 2021), Leader Charismatic Communication ([Men, Linjuan Rita 2021](#)) are responsible for bringing a state of engagement among the employees. Whereas, along with Employee Engagement, variables like Job Performance

(Li, Qiaoling 2021), Autonomy (Men, Linjuan Rita 2021), Psychological Well-being (Svensson, Per G. 2021) and Organization Citizenship Behaviour (Mousa, Mohamed 2020).

What remains evident from the study is the relationship between Employee Engagement and Internal Communication that is moderated by Organizational Culture (Mewafarosh, 2020). That can be interpreted as Internal Communication being an independent variable affecting Employee Engagement, however, sometimes, Organizational Culture also plays a crucial role in determining the impact (Díaz-Soloaga, 2019). The same has been reflected in the proposed Framework mentioned in Figure 2.

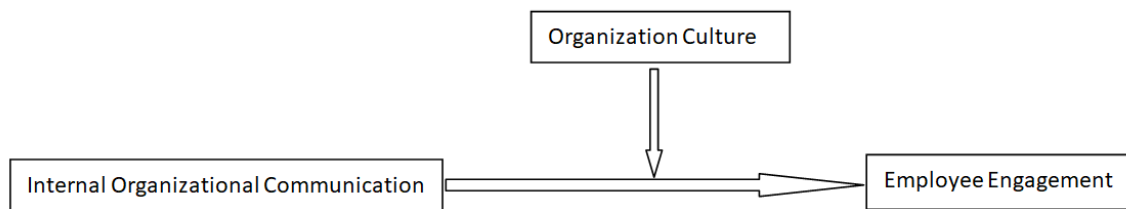


Figure 2 Proposed Framework

Directions for Future Research

Researchers in the field of Human Resource who are interested in researching HR choices will find this comprehensive literature review to be extremely helpful. Managers can better choose the most effective course of action by synthesizing previous financing decision choice, which may give practitioners new insights into the substantial influence of the leverage. By highlighting the pertinent TCCM in financing decision research, this review has redesigned the existing knowledge base of HR decisions. But the existing literature base yields inconsistent and incomplete findings for the HR field.

According to the findings of the research, more theoretical lenses are needed to determine how the HR manager can bring the state of engagement among employees and which practices are to be followed further. In addition, future research should employ more mixed-method approaches in order to provide an exclusive procedure for HR practices in developing nations. These prospects for further study prompt debate over what strategies are to be followed by the HR practitioners and whether from industry to industry they would yield the same results or they might be a requirement of modifying those.

Conclusion

Employee Engagement is a phenomenon which has various interpretations among the practitioners. For some organizations, it is still an activity which doesn't hold that strong significance in the day to day life. However, it is to be noted that many researches have proven it to be a source of happiness and satisfaction at the workplace. HR is responsible for recruiting new staff at the same time he is more responsible to retain the staff and that is where the concepts of Employee Engagement come into the picture.

With these findings in hand, the review has examined and showed the progress made in the field of Employee Engagement research from 1952 to 2024. The outcomes have been assessed in light of the most appropriate journals, keywords, and general publication tendencies. The authors of the present article have created and analyzed keyword grids to comprehend the foundation and underlying forces of Employee Engagement choices. It aims to fill in the research gaps left by the scattered and poorly organized literature by providing multiple viewpoints from the literature review and summarizing previous work in the field.

The unique feature of this study is that it synthesizes all of the TCCM that has been applied to this topic since its inception to block the gaps in the existing work. This approach has generated some theoretical, methodological, and contextual ideas for future research. Consequently, the framework has been proposed in the study. The framework can be empirically tested, and it is presenting the relationship between the variables related to the phenomenon of Employee Engagement among the employees.

Furthermore, this study offers various perspectives like identifying the crucial factors that will impact the engagement among employees, another important dimension with reference to Employee Engagement is to analyze the underlying facts which brings the state of engagement. Through this study it is also concluded that not all industries are captured in measuring the state of engagement among employees. Which also leads to the identification of a research gap. Along with that, geography also plays a crucial role. India being one of the fastest developing economies, there always lies a huge scope of study in the field of HR. Hence, this research provides a platform to investigate this phenomenon further and in-depth. This research has the potential to inform and guide the development of Employee Engagement policies along with the mention of its positive consequences on both the employees as well as the employers.

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