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MASTER'S THESIS

A COMPARATIVE ANALYSIS OF EMPLOYEE ENGAGEMENT IN BH TELECOM AND ELEKTROPRIVREDA BIH

Ljubljana, January 2018   ENA KAPIDŽIĆ

AUTHORSHIP STATEMENT

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INTRODUCTION

Employers are constantly trying to find ways to encourage their employees to do more in carrying out their business tasks, while being involved, effective and enthusiastic at their workplace. Engaged employees have a greater impact, which can ultimately lead to a competitive advantage for the entire organisation. In today's businesses there is an awareness of the importance of human resources for the business. Within the company, people often feel that human knowledge, skills and creativity are the only assets that competing companies cannot imitate, and that they can have a tremendous benefit in terms of business improvement, but only if they are properly treated. In order to attract and retain quality employees, increase employee engagement at their workplaces and make employees more productive, companies must find the proper way to motivate and engage their employees. Engagement is a new notion in the human resource management that is very rapidly gaining in popularity among managers and leaders of the companies.

Although the engagement of employees in the last few years has become a subject of great interest, both in scientific and professional circles, academic literature is still poorly represented. The theme of engagement was initially introduced by Kahn (1990) who defines personal employee engagement as a physical, cognitive and emotional employee involvement during the job placement. Hence, engagement is a measure in which employees physically and mentally dedicate themselves to performing an organisational role. Employee engagement is associated with the sense of additional energy that an individual feels and uses when performing roles and tasks.

Employed employees will show the initiative, proactively look for ways to contribute and overcome what is commonly expected of them (Macey & Schneider, 2008). Engagement can also be seen as a level of dedication and employee involvement in the enterprise itself and the values of the company, or as a barometer that measures the level of association of an individual with the organisation. Many studies have been conducted on this topic, demonstrating that engaged employees will show desirable and cooperative behaviors that will benefit them personally, but the entire organisation (Harter, Schmit, & Hayes, 2002a), that employee engagement has a mediation role in achieving job satisfaction (Saks, 2006). Employee engagement is a tool that can help companies gain competitive advantage over other companies because human resources are the only factor that cannot be duplicated by competing companies, and as such it is considered to be a very valuable asset of any organisation with which it is only necessary to be handled properly. From an organisational perspective, it is important to understand the causes and effects of employee engagement to mitigate all the disadvantages of disengaged employees. In order to survive on the market, organisations not only need talented employees but must make sure their employees invest their maximum of knowledge and skills in their own business. Otherwise, some of the human resources could remain inaccessible and unused. To avoid the latter scenario,

contemporary organisations expect from their employees the proactivity, initiative, responsibility for their own professional development and loyalty to high performance standards. In short, they need energetic, committed and overwhelmed employees. The three attributes mentioned are an integral part of the definition of work engagement according to Schaufeli, Salanova, González-Romá and Bakker (2002) which will be used for the research done in this thesis.

The main aim of this work is to investigate if the recent studies regarding the link between work engagement and performance of the company could be applied in the two biggest publicly owned companies in Bosnia and Herzegovina (hereinafter: B&H). These two companies with public ownership will be considered due to the fact that all other publicly owned companies do not perform well, moreover, they tend to constantly (for years) perform with loss. Unlike those companies, BH Telecom and Elektroprivreda B&H (hereinafter: Elektroprivreda) tend to perform with profits each year. Since they do not follow "the pattern" of publicly owned companies, it seems challenging to investigate the real reasons for such behavior. It is even more important, because of the fact that Elektroprivreda is a monopolist and BH Telecom is a leader in its area. Therefore, the thesis tends to investigate the level of work engagement among employees as possible reason of high performance of these two companies and to see if there are some differences in the level of work engagement among different categories of employees. Such research will be conducted by questionnaires based on the Utrecht Work Engagement Scale which includes three dimensions: vigor, absorption and dedication within the employees of two companies and interviewing managers. The thesis is divided into four chapters, where the first chapter gives us an insight into the theoretical aspect of work engagement, the second chapter tends to introduce readers to the methods that had been in use when it comes to measuring the level of work engagement, the third chapter is created as literature review which tends to provide readers with the information on proves regarding the importance of work engagement in the business world as well as to introduce the readers to the trends of work engagement worldwide and the fourth chapter represents the empirical research of work engagement in the mentioned companies with discussion and recommendations for further investigation.

So, after defining work engagement, describing its measurement, and reviewing studies on the "drivers" of engagement as well on those which have, by using different methods, proved engagement to be important and helpful for managers to develop methods to improve employee performance and, consequently, improve company's performance, the empirical evidence of the level of work engagement in BH Telecom and Elektroprivreda will be presented followed by the discussion regarding the achieved results, recommendation on improving the level of work engagement and a conclusion which tends to confirm or deny the claim that these two companies deal with engaged employees.

1 THEORETICAL ASPECTS OF ENGAGEMENT

1.1 Definition of engagement

Employee engagement has become a very popular topic in recent years when it comes to finding the source of an organisation's competitive advantage. There are many authors who have demonstrated a strong link between engagement and employee performance, on the one side, and engagement and employee performance with business outcomes, on the other side. Many authors as well have agreed that employee work engagement is one of the crucial drivers of business success and long term growth and development (Lockwood, 2007; Bakker & Schaufeli, 2008a; Richman, 2006). Even though, only 13 percent of worldwide workers are indeed engaged workers (Gallup, 2014), undoubtedly, employee engagement is becoming more and more important in creating the growth strategies of companies worldwide. Such reasoning is even more important in the developing economies, which are facing a hard time to keep up with the changes, where only engaged employees would be able to attract new, loyal and engaged customers that will eventually have the impact on the financial performance of the companies.

But what does engagement really stand for, in other words, how do we define engagement? Even though a lot of scholars have researched this topic, after many years of exploring such tool in achieving better outcomes in business, never has a single universal definition of employee engagement been adopted. Some authors find it very logical that there is no, and there cannot be a, single universal definition of engagement since it is a psychological state of mind of a human being, whereas others find it not to be a suitable tool in measuring business outcomes (Ferguson, 2007). Another disagreement between authors is if the engagement is determent by the organisation (Miles, 2001) or by something that individual employees bring to the organisation (Harter, Schmidt, & Keyes, 2002b). Trusst (2015) and Macey et al. (2008) emphasize that such differences in theoretical approach to engagement is a result of the academic lack of interest in theory, but all being rather "practitioners" focusing on engagement strategies and actions. Moreover, when trying to explain the notion of work engagement, those who are not practice-driven researchers tend to say that this is rather a field without its concept and that it is based on positive consequences, thus that its theory has not been rigorously conceptualised, much less studied, but at the same time emphasising that this doesn't mean that engagement lacks conceptual or practical utility (Macey et al., 2008). Saks (2006) was one of the first researches that found the distinction between job engagement and organisation engagement. Even though there are authors that advocate both viewpoints, it seems that majority, based on the current studies, advocate an approach to which engagement is produced by something that individual employee brings to the workplace (job engagement) rather than the workplace itself (organisation engagement).

One of the definitions of work engagement to begin with is the one that Kahn (1990) has given. He defined engagement as "the simultaneous employment and expression of a person's 'preferred self' in task behaviors that promote connections to work and to others, personal presence (physical, cognitive, and emotional) and active, full performances" Kahn (1990, p. 700), suggesting that engagement demands levels of employees physical energy, strength, and readiness to accomplish their roles. Emotional aspect of engagement means that employees display what they think and feel, their creativity, their beliefs and values, and their personal connections to others, whereas cognitive aspect of engagement is understood to be the employee beliefs about the organisation and its leaders.

Since Kahn (1990) was one of the first authors that defined the concept of engagement, in other words "founding father" of engagement, upcoming authors have based their definitions on his but extending it with their own viewpoints. Schaufeli et al. (2002), as authors who dedicated a lot of time to studying this field and eventually developing the Utrecht Work Engagement Scale (hereinafter: UWES) that measures work engagement, defined engagement as a positive, fulfilling, work-related state of mind which is characterised by three elements: vigor, dedication, and absorption. Vigor is defined as high levels of energy and mental resilience, persistence and willingness to invest effort; dedication as a sense of work's significance and enthusiasm, whilst absorption as happiness at work and being fully concentrated due to the fact that time passes very quickly while doing one's job (Shaufeli et al., 2002). Nelson and Simmons (2003) defined engagement as a state when employees feel positive emotions toward their work, find their work to be personally meaningful, consider their workload to be manageable, and are hopeful about the future of their work. In other words, it is defined as follows:

- passion for work (Truss, Soane, Edwards, Wisdom, Croll, & Burnett, 2006) which is made of three dimensions defined by Kahn (1990),
- engaged employees have high levels of energy and are enthusiastic about their work and often fully immersed in their work so that time flies by (May, Gilson, & Harter, 2004),
- a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being' (MacLeod & Clarke, 2009),
- emotional and intellectual commitment to the organisation (Richman, 2006),
- positive attitude held by employees towards the organisation and its values (Robinson, Perryman, & Hayday, 2004),
- the extent to which employees commit to something or someone in their organisation, how hard they work and how long they stay as a result of that commitment (Corporate Leadership Council, 2004),
- engaged employees work harder, are more loyal and are more likely to go the 'extra mile' for the corporation (Lockwood, 2007),

- employee engagement is a desirable condition, has an organisational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioral components (Macey et al., 2008).

Accordingly, engagement indicates the extent to which people are physically and mentally devoted to the performance of the organisational role. Employee engagement is associated with a feeling of extra energy that an individual feels and is used in the exercise of roles and tasks. In general, engaged employees will show initiative, proactively look for ways to contribute further to and beyond what is normally expected of them. The engagement can be seen as a level of commitment and involvement of employees in the company and values of the company or as a barometer that measures the level of integration of the individual with the organisation. What the differences among the engaged employees and disengaged employees are can be seen in Table 1. Employee engagement, as already stated, is a tool that can help companies in gaining a competitive advantage over other companies and since human resources are the only factor that competing companies cannot duplicate and as such is considered to be very valuable property, each organisation needs to properly handle work engagement and understand the causes and effects of engaged employees.

Table 1. Difference between engaged and disengaged employees

Engaged employees	Not engaged employees	Actively disengaged employees
- work with passion and feel a profound connection to their company, - they drive innovation and move the organisation forward.	- are essentially "checked out." - they're sleepwalking through their work day, putting time, not energy or passion, into their work.	- aren't just unhappy at work: they're busy acting out their unhappiness - every day, these workers undermine what their engaged co-workers accomplish.

Source: *N. Lockwood, Leveraging employee engagement for competitive advantage: HR's strategic goal, 2007, p. 3.*

1.2 Engagement versus motivation and satisfaction

Work engagement is a relatively new notion in Human Resources Management which is being heavily explored due to its compelling results showing a strong link between engagement and profitability through higher productivity, sales, customer satisfaction, and employee retention. It is becoming an extremely appealing topic which is beyond the traditional ones such as employees motivation or satisfaction. However, some authors think of it as just a repackaged notion with nothing new in it (Macey et al., 2008), whereas others think of engagement as a whole new concept with different basic things (Bakker, 2009).

Even though in practice engagement sometimes tends to be equalised with motivation, nevertheless those two are not synonyms. Moreover, there are certain differences that make

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engagement a superior psychological behavior any manager strives to achieve with its employees. Engaged employees, in short, can be defined as those who are passionate about their job, always strive for more and directly contribute to the company's results with no willingness to leave the company voluntarily. Motivation, on the other side, is defined as the process of initiating human activities, its focus on certain objects and regulating activities in order to achieve certain goals. Motivation is also the psychological characteristic of people, which affects the level of commitment of an individual in performing a particular job. Successful business enterprises depend on the efficiency of all employees and require–continuous improvement efforts and motivation of people at all levels. Motivated employees are productive, efficient and committed to work. Therefore, the motivation of employees and creation of strong motivation system is one of the key functions of managers (Vidović, 2012). The manager's task is that through understanding the complexities of human nature, depending on the specific circumstances, chooses and applies appropriate motivational strategies that will provide the desirable behavior of employees and the realisation as of their own, as of listed objectives and tasks of the organisation. In short, motivation is a behavior directed toward a goal that excites needs caused by the man, and the reason for the behavior is to meet needs.

The father of the theory of motivation is considered to be Maslow and his famous hierarchy of needs theory, upon which many theorists later based their approach to motivation (Varga, 2011). According to Maslow, individual behavior depends on the desire to meet one or more of the five general needs, bottom line, motivation is directly connected with desires and wishes of individual, thus motivation as behavior is in service of gaining those needs. So, motivated employees are motivated by personal gain and may not always do what is best for the company.

There lies the main difference among engaged and motivated employee. Engaged employees are basically motivated employees but this motivation in not only directed to satisfaction of personal needs but as well to the gains of the company, so we might say that engagement is a combination of personal motivation and motivation to make an organisation perform better (Skinner, Kindermann, Connell, & Wellborn, 2009). Therefore, the motivated employee would ask "What is there for me?" whilst engaged employee would ask "What is there for us?" and these questions actually differ engagement from motivation. When discussing the impact of motivation on the performances of the company the focus is what a manager must do in order to motivate their employees, whereas when it comes to engagement it is presumed that the employee as a person is engaged by themselves and that managers don't need to do much in order to make their employees engaged, they are already engaged, so the managers' task is just to keep it at same level the employees were at when they started to work. So, motivation is rather something that must be stimulated, whereas engagement is behavior that must be maintained.

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Satisfaction is also a notion which is usually being linked to engagement, but in the beginning is clear that satisfaction is not the behavior, it is rather the way employees feel after finishing some work: if they are happy with the work and what they gain at work (Harter et al., 2002a). Just as the motivation, satisfaction could be seen as one puzzle of the work engagement, after all, a happy employee is as important as the motivated one but the difference lies in the motives that drive the employee. Engagement is defined in terms of high internal motivational state, unlike motivation which is behavior created by external motivational "forces".

To sum up, the engaged employee is the one who is motivated, satisfied and willing to do one step more not only for its own gain but also for the well-being of the organisation. According to Schaufeli, Taris, Le Blanc, Peeters, Bakker and De Jonge (2001) engaged employees:
- are active,
- believe in themselves,
- generate their own positive feedback,
- have values that match the organisation,
- sometimes feel tired, but satisfied,
- are also engaged outside work,

but at the same time are not workaholics being obsessed and stressed by the work, but are rather happy, satisfied, excited about their job and achievement striving individuals who have been driven by intrinsic rather than extrinsic work motivation and personal initiative.

In one word, engaged employee is a motivated and satisfied individual with other previously named features that make engagement a phenomenon to be explored by the human resource management as a positive attitude held by the employee towards the organisation and its value.

1.3   Main drivers (antecedents) of engagement

There are different factors that influence employee engagement which are common for any organisation regardless of sector. There are some differences among authors between what they consider to be the main drivers of employees' engagement, however they agree on one: the ability of an employee to express his thoughts, ideas and suggestions with no fear to be discredited and that the sense of approval and respect towards his ideas is the key driver of the engagement. Hence, any organisation that treats its employees with dignity and respect will be able to create an environment for growing engagement, therefore, antecedents of engagement are the conditions under employees work whereas the aim of such conditions is to foster work engagement.

Kahn (1990) indicates that personal involvement depends on the psychological experience of the role, in terms of purpose, i.e. feelings of return on physical, cognitive or emotional energy, security, and opportunities for expression without fear of negative consequences and the availability of physical, cognitive or emotional resources needed for inclusion in the role (job characteristics). Employees will not be, in any circumstances, equally engaged, and it is important to recognize the existence of certain conditions that create the conditions for employee engagement. Among the key determinants of employee engagement Anitha (2014) ranked: business environment, leadership, teamwork and cooperation, training and career development, organisational policies, workplace well-being and compensation.

Operating environment with a lot of support (Anitha, 2014) typically shows concern for the needs and feelings of employees, provides employees with positive feedback, easier development of new skills and faster problem resolution. In such circumstances, employees are more interested and put more effort in performing their business tasks. So, perceived organisational support is the extent to which employees feel that the organisation cares for their well-being and values their work. Such feeling can be fostered through interactions and discussions with employees (Kahn, 1990).

Leadership and communication are also important preconditions for employee engagement. Effective leaders need to know how to properly convey information to employees about their work tasks and thus affect their enthusiasm and encourage their interest in the job. Studies confirm the influence of leaders on achieving employee engagement (Wallace & Trinka, 2009). Leaders are normally responsible for communicating with employees about the affect their efforts in the company have on the overall interest of the organisation. When employees feel that their work is important and appreciated, it greatly affects their growing interest and engagement of business tasks. With the simple feeling of being worthy, useful and valuable (Kahn, 1990) employees will find more meaningfulness in their work, and in turn, exhibit higher engagement (Rich, Lepine, & Crawford, 2010). Lockwood (2007) emphasises that communication involves employees in decision-making processes through focus groups, what makes them worthwhile and appreciated.

The voice of the employee also acts as a powerful driver of engagement. If an employee feels that he is involved in the decisions that are made within the company (Kular, Gatenby, Rees, Soane, & Truss, 2008) and that his potential is used, then he will be more active in the workplace. Another element that affects employee engagement is trust or the existence of genuine, fair, consistent, fair and open connections between employees and their supervisors.

Co-worker support, teamwork and collaboration are also essential item of engagement. Favorable work climate and good cooperation with colleagues can encourage increased efforts in the workplace. Kahn (1990) says that human relations full of trust and support, as well as teamwork, can greatly contribute to employee engagement. The employees are not afraid of trial and possible falls in the workplace if they feel safe to work with colleagues and put more effort in their responsibilities. Support among fellow colleagues spreads positive energy and attitude which makes employees want to make an extra effort in job performances.

Opportunities: training and career development (Robinson et al., 2004; Anitha, 2014) are helping employees to focus on the work dimension and motivate them to become more engaged in their work. Training (Anitha, 2014) helps in concentrating onto tasks, and raises the level of self-confidence. It generally refers to the improvement of skills and knowledge of employees, which ultimately results in higher engagement. Employee development (Azeem, Tahir Paracha R., & Tahir Paracha A., 2013) is however a strategic approach that focuses on the future growth of employees where employees occupy several positions in the company, which for them brings greater accountability. Training and development helps employees to stay focused on their work and job performance and it motivates them to increase engagement.

Organisational policies, structures and systems represent a kind of framework within which managers try to encourage engagement. They are important for the promotion of the realisation of individual achievements and goals and the best support to work tasks because they help balance the work of the employees and their work environment (Anitha, 2014). Richman (2008) showed that flexible organisational policy has a largely positive impact on increasing employee engagement. Labor welfare (Rath & Harter, 2010) is defined as all things that have a significant impact on the experience of life and way of thinking. This is a measure that shows that there is human satisfaction in the workplace which consequently improves employee engagement.

Compensation (what employees get in return for their engaged work) motivates employees to achieve more and to focus on their business and personal development (Anitha, 2014; Lockwood, 2007). However, different compensations do not have an equivalent role in driving engagement. Research indicates that intangible compensations have the strongest impact on engagement (Scott & McMullen, 2010). Saks (2006) argues that employees are most likely to engage more to the extent they perceive better awards and recognition in return. Maslach (2001) also noted that the lack of recognition and rewards can lead to combustion of employees at work, therefore suitable honors and awards are very important for the engagement. A particularly interesting theory, according to Kahn (1990), is that the level of employee engagement depends largely on the benefits they receive, or the employees perception about their received benefits.

According to Robinson et al., (2004) one of the strongest drivers of engagement is "a sense of feeling valued and involved". They argue that such sense means employees involvement in decision-making processes, the opportunities employees have to develop their jobs, the approval of managers or their interest and consideration of the ideas employees give and managers' concerns about employees' health and well-being. So, managers have the key role to foster the sense of value and available "tools" would be positive views about different aspect of working life such as training, development and career, performance and appraisal communication, fair treatment and equal opportunities, pay and benefits, family friendliness etc. (Robinson et al., 2004). Therefore, the first step to achieving engaged employees would be to foster the sense of employees' value and involvement in the organisation, because after all, we spend a majority of our day in that organisation so if we don't feel valued and appreciated, as an individual and the effort we put in making the organisation a better place, such organisations necessarily will face with the unengaged employees. Lockwood (2007) considers that employee's emotional commitment is one of the key drivers of engagement. Emotional commitment refers to "the extent to which the employee derives enjoyment, meaning, pride or inspiration from something or someone in the organisation" and represents " the extent to which an employee feels that someone or something within the company provides developmental, financial or professional rewards in employee's best interests" (Lockwood, 2007, p. 2).

In short, benefits that employees gain or, as Kahn (1990) suggests, the perception of benefits employees receive, which necessarily do not have to be tangible (bonuses, the use of organisation's car, vacation home, etc.) but intangible like manager's admiration, appreciation, giving the opportunities to develop further, etc., are considered to be one of the main antecedents of engagement.

After the given discussion, where single most important drivers of the work engagement have been named, according to the research in this field drivers of engagement can be grouped into two main drivers called job resources (Bakker & Demerouti, 2007) and personal resources (Hobfoll, Johnson, Ennis, & Jackson, 2003).

1.3.1   Job resources

Job resources such as supervisory relations, interpersonal relations and task resources are the physical, psychological and social organisational aspects that contribute to the personal growth and development, easier achievement of work goals and consequently enforce employees' engagement (Bakker et al., 2007). Supervisory relations and interpersonal relations are connected to the extent to which managers are committed to their employees and their ability to help employees solve work problems and extent to which an employee has co-worker support, whereas task resources refer to the opportunities to learn something new (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007).

1.3.2 Personal resources

On the other hand, **personal resources** are self-efficacy, organisation-based self-esteem, and optimism (Xanthopoulou et al., 2007; Hobfoll, 2002). Personal resources are defined as a sense of ability of an individual employee to control and impact their working environment. Self-efficiency is defined as a perception of employee's ability to face and meet the demand in their ~~its~~ working environment. Organisation-based self-esteem (hereinafter: OBSE) is defined as the degree to which an individual believes to be important, meaningful, effectual and worthwhile within the organisation. Factors that can contribute to a higher OBSE are: employee involvement program, organisational structure, management trustworthiness, organisational support and respect (Gardner & Pierce, na). Researchers argue that employees with a higher degree of OBSE will most likely be the ones who will be more organisationally committed and engaged. Optimism refers to the belief of an individual that will be able to perform with a good outcome and therefore, such individuals are not afraid to confront any kind of challenge that has been put in front of them.

Few authors have discussed the influence of job resources on personal resources and their impact on work engagement (Xanthopoulou et al., 2007; Rothman & Joubert, 2007; Bakker & Demerouti, 2008, etc.). Their findings suggest that the existence of job resources may activate personal resources which, in turn, may result in positive psychological and organisational outcomes, i.e. engagement (Xanthopoulou et al., 2007). Furthermore, many studies have shown that for instance employees with a high level of self-esteem, as one of the personal resources, will cope better with stress at work, willing to put much more effort in the work because they believe in their own abilities and feel worthy and as a significant part of the organisation which eventually leads to better performances of an employee and better employee's performances lead to better organisational outcomes. However, as already stated, in order to encourage personal resources which evidently have a positive impact on the organisational outcomes an environment to enforce these resources must be created, thus managers must work on fostering personal resources of their employees' engagement.

1.4 Consequences of engagement

When it comes to consequences of work engagement, majority of authors speak of the consequences that engagement has on the organisational outcomes and there is a small group of authors that speak of engagement in terms of their consequences on personal, individual outcomes. Since engagement means a positive, fulfilling, work-related state of mind (Shaufeli et al, 2002) its consequences should be firstly seen in the individual outcomes (Saks, 2006) such as attitudes, intentions, and behaviors. Saks (2006) examined the consequences of engagement on individual outcomes, but as well on the business outcomes. As mentioned previously, Saks (2006) is one of the first researchers that examined both: job and organisation engagement, whereas he has showed that both job

engagement and organisation engagement are positively related to job satisfaction, organisational commitment, and organisational citizenship behavior, and negatively related to intention to quit. What does that really mean? For instance, job satisfaction can be defined as a positive state of mind which is the result of valued and appreciated work, so employees who tend to be more satisfied are those who are going to maintain the level of their engagement because the feeling of satisfaction drives them to engage more due to the fact that they feel as worthwhile members of the organisation and who are dignified by given appraisal. This, in turn, will lead to such behaviour being repeated. If the engagement remains on the same level or even becomes higher not only will the individual outcome be obvious but the organisation will profit from such behavior in terms of a possibly improved business outcome. Therefore, the initiative to leave the company will decrease due to the fact that employees benefit from their engagement through higher meaningfulness of their role in the organisation, thus positive experiences and emotions will foster engagement which will eventually lead to job satisfaction, among other things, resulting in a decreased desire to leave such a safe, appraising, and friendly oriented organisation.

So far, a number of quantitative studies regarding the link between work engagement and company performance have been conducted . Harter, Schmidt, Agrawal, and Plowman (2012) conducted a meta-analysis in order to prove such relationship. Their study included 192 organisations in 49 industries and 34 countries and looked at nine outcomes: customer loyalty/engagement, profitability, productivity, turnover, safety incidents, shrinkage, absenteeism, patient safety incidents, and quality (defects). The analysis was made on the basis of "Gallup Q_{12}" questionnaires. Results have confirmed that the relationship between work engagement and performance is substantial. Harter, Schmidt, Killham and Agrawal (2009), conducting a meta-analysis once more, as well as some other authors (Edmans, 2012), have shown that work engagement as the driver of organisational performance differs across a range of situations: type of industry, work type, country, mentality, etc. Moreover, Harter, Schmidt and Hayes (2002a) linked work engagement with the productivity and profits despite the fact that such outcomes might be the result of some other factors like competition, customer spending, and trade legislation. Indeed, when an organisation employees whose values and norms are in line with those of the organisation, it is expected that they will perform very well with the customers, which will eventually have an impact in the organisation's performance (Salanova, Schaufeli, Llorens, Piero, & Grau, 2005).

Indeed, there are a lot of studies which indicated the positive relationship between employee attitudes towards work and organisational outcomes: customer satisfaction, financials, organisational commitment (Zohar, 2000; Johnson, 1996; Schmidt, Joiner, Young, & Telch, 1995). Even though, while exploring the employees as the main factor of business success, scholars focused on the negative pole of the well-being of employees (burnout) for years, but in recent years the focus has shifted to the positive pole, to the so-called work engagement. Work engagement is defined as an energetic state in which the employee is dedicated to excellent performance at work and is confident in his or her

effectiveness (Schutte, Toppinnen, Kalimo, & Schaufeli, 2000). Therefore, engagement consists of three elements: vigor, dedication and absorption. Vigor refers to the high levels of energy and mental resilience, persistence and willingness to invest effort; dedication refers to the sense of work's significance and enthusiasm, whilst absorption refers to the happiness at work and being fully concentrated due to the fact that time passes very quickly while doing one's job (Shaufeli et al, 2002). Schaufeli and Bakker (2003) have developed the three factor analysis, the UWES, which supports the given definition of work engagement. On the basis of this methodology, many studies have been done, which validated the usage of the UWES in measuring work engagement.

To sum up, the consequences of work engagement are multiple. We can distinguish positive outcomes on the individual and organisational level. Positive outcomes for individuals are as follows:
- positive emotions of the employees who are hence more productive, confident, optimistic, and creative (Bakker & Demerouti, 2008; Salanova & Shaufeli, 2007)
- healthier employees who are in a condition to perform in a better way (Hakanen, Bakker, & Schaufeli, 2006; Shaufeli & Bakker, 2004)
- employees create their own job and personal resources (Bakker, Salanova, Schaufeli, & Llorens, 2003)
- positive mood contagion: positive mood of engaged employees will be transmitted to other co-workers. Moreover, optimism and a positive attitude will create a positive climate that will lead to better task performances regardless of a possibly demanding task which has been put in front of them (Barsade, 2002; Demerouti & Bakker, 2006)

Positive organisational-level outcomes are as follows:
- customer loyalty, business growth and profitability (The Gallup Organisation, 2004)
- higher retention of employees (Sundaray, 2011)
- total returns to shareholders rises (Abraham, 2012) showed that total returns went up by 13% over a period of five years
- makes employees effective brand ambassadors to the organisation (Gichohi, 2014).

Nevertheless, despite the fact that engagement is considered to be a state that encourages positive human behaviours which consequently produce positive outcomes in business, some studies showed that high engagement might have negative consequences as well. The potential downside of high engagement would be one's ability to manage work-life balance. The ability to mantain the same levels of energy and resources at work and in personal life is called work-life balance. However, eventhough many studies have been done so far on the topic of work-life balance emphasising the importance of maintaining this balance, the relationship among this balance and engagement is indeed poorly researched but it has been recently gaining attention. Nevertheless, the answer to the question: "would it be possible for a highly engaged

employee to mantain the same level of engagement at home as well?", is worth exploring while pointing out negative sides of engagement.

As previously mentioned, many studies explored the work-life balance, therefore, Williams and Boushey (2010) showed that 90% of working mothers and 95% of working fathers experienced conflict between their work and personal lives. Lazun, Morganson, Major, and Green (2010) explored what the desires of employees in order to mantain work-life balance are, Gajendran and Harrison (2007) showed the positive effects of mainaining a work-life balance such as higher organisational commitment and increased job satisfaction. However, eventhough there are not many studies, considering the importance that engagement gained in the business world, exploring the direct relationship between engagement and its impact on personal life, i.e. the work-life balance, is something worth exploring in order for employees and employers to make cost benefit analysis when it comes to engagement. In other words, it seems rational to investigate at what cost a company can boast with a higly engaged employee, could lack of energy and resources at home jeopardise engagement at work at some point and result in a turnover where a company would be in a position to invest their resources and time again in creating another engaged employee? All these question make this relationship very important to conduct research on.

Nevertheless, few scholars investigated this relationship showing that high engagement indeed can jeopardise work-life balance. Parkes and Langford (2008) proved that highly enagaged employees experienced difficulties in balancing their personal, family and work life. Listau, Christensen and Innstrand (2017) using the Conservation of Resources (hereinafter: COR) and examining academics from the Norwegian university sector showed that high engagement potentialy could jeopardise work-life balance but also that two dimensions of engagement: dedication and vigor are positively correlated with the work-home facilitation meaning that the Spillover theory (Zedeck, 1992) could be applied here. According to this theory a person that is experiencing high levels of engagement, therefore, engaging the maximum of their energy and resources, might spill these emotions into their pesonal life, thus eliminating the work-life balance. Grawitch and Barber (2010) made a study which showed a positive and direct correlation between access to work flexibility and employee engagement, so did Richman, Civian, Shannon, Hill, and Brennan (2008) showing that work-life supportive work environment would enhance the development of employee engagement. Therefore, in order to mantain work-life balance employees should be provided with flexibilty at work such as: a reduced number of work hours, alternative work schedules, flextime and compressed work week, which would eventually enhance engagement. Macey and Schneider (2008) suggested that the COR theory, according to which loss of resources leads to increased levels of stress, impacts the relationship between work-life balance and engagement, because engagement means full engagement of energy and resources at work and if all energy and resources are directed to work engagement then employees might be left with no energy and resources needed to mantain their personal, family life. Halbesleben, Harvey, and Bolino (2009) showed,

as well, that higher levels of work engagement led to conflicts in the personal lives of employees.

All the previously mentioned studies showed that enagement as much as it seems to have many positive outcomes also has some negative ones worth exploring and discussing. Therefore, as many studies showed main dowsize is related to the highly engaged employees' ability to maintain their personal and family life. However, some studies exploring this relationship found that such relationship is negatively correlated, meaning that highly engaged employees will not experience conflict in their personal life (Schilling, 2014) and that despite the fact that some other scholars proved the opposite (Parkes, et al., 2008) such findings could be justified by the Spillover theory. However, considering the chaotic time we are living in, where chasing good business results means higher and higher levels of work engagement then it is to be assumed that engagement might spare all or the majority of the energy and resources worker "posesses" and therefore will not have any or will have less energy and resources to spare in their personal lives making the relationship between engagement and work-life balance significant and positively correlated. Such disbalance could do more harm to the company despite the high level of work engagement, for instance increased turnover intentions. Therefore, despite all the positive outcomes of high work engagement, we should bear in mind some bad effects that a high level of work engagement can produce. So far, work-life balance seems to be the main side effect of high work engagement. However, if such balance is maintained through creations of the work-life supportive work environment and flexibilities at work then we might be able to eliminate this side effect of high engagement. And if we take a look at the following subchapter we will see that engagement is all about creating an environment where it will be nourished. Thus, by creating a work-life supportive work environment it would be able to eliminate work-life disbalance as the side effect of engagement and thereby enchance engagement as well.

1.5 Building engagement in the workplace

Work engagement as one of the crucial drivers of business success and the long-term growth and development of organisations in the highly competitive market is a relatively new concept with still unclear concept (Truss, 2015). As it was previously discussed, different definitions of engagement exist due to the fact that we are dealing with new concept which is related to the behavior and attitude of employees which makes the acceptance of a unique definition harder. Nevertheless, a lot of authors, despite the usage of different elements in creating a definition of engagement, have proved its positive effects both on the employees as individuals and consequently on the business outcomes of an organisation.

For instance, while defining the concept of engagement Macey et al. (2008) started from the idea that engagement is made out of three basic elements: trait, behavior and state. Trait is referred to proactive personality, conscientiousness; state is referred to satisfaction, affection, commitment, involvement and behavior is referred to role expansion, personal initiative and adaptability. Each of these elements make up an important part of engagement, indeed those are the elements of engagement subsume. If the practice and theory oriented researchers accepted such definition of engagement it would mean that trait is element either employee possesses or doesn't because it is a part of their personality. However, such trait might not have its importance if it is not encouraged in the organisation. In other words, no matter how conscientious or proactive an employee may be, that doesn't necessarily have to reflect on their work if the organisation does not encourage, appreciate and develop the environment where such a trait would be maintained. However, if conditions which are to foster engagement (antecedents) are not appropriate or suitable then the environment for fostering such elements does not exist and engagement cannot be expected either.

Shaufeli et al. (2002), on the other hand, started from the idea that engagement is characterised by the following three elements: vigor, dedication and absorption, whereas vigor refers to high levels of energy, persistence and willingness to invest effort, dedication refers to enthusiasm about work and absorption refers to the happiness at work. They created a series of questions based on which a researcher should get a picture about the level of employees' engagement. On the basis of those set questions not one of these three elements can be said to present a positive view of life as it is defined as a trait according to Macey et al. (2008) but rather those elements are the ones for which a development environment must be created, otherwise engagement will lack.

One thing is certain, no matter how engagement is defined, no matter which elements are found to subsume engagement, work engagement and engaged employees are the concepts that must be taken care of in terms of building an environment in which those concepts will flourish with all positive outcomes. For those companies which still haven't used this "tool" in producing better business outcome an emerging question is how to create an environment where engagement will flourish?

Therefore the best strategy in building engagement evidently doesn't exist. But what is sure is that human resources managers as well as all other managers from different layers must be included in the process of building engagement. Eventually, it is all about creating an environment where engagement will be nourished. So far, studies have shown that best strategies to build engagements are those that involve engagement of managers themselves in the process. Engagement cannot be seen as some kind of a programme, it is rather a long term process where everyone must be included in terms of collaboration. Trainings of managers on how to build engagement matters as well as discussions with employees about

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their level of engagement, their opinions on what can be done to improve it and eventually making quantitative analysis about the level of engagement are the key factors for raising engagement. Even though qualitative analysis can be tricky due to the fact that the statisticians and expert from these field are usually not involved in the survey, which sometimes can make managers go on the wrong track (Shuch & Rocco, 2013), however if it is conducted in an appropriate way its results will show managers how engaged their employees are and what the next step is. Managers' trainings have a two-side benefit: first, managers as employees increase their own level of engagement, and secondly, in line with increased level of engagement they will foster engagement among employees.

Human resources managers are the ones that are expected to work on building engagement among their employees. There are different strategies that can be used in building engagement. According to Bakker (2009) one of the appropriate strategies would be to use Job demand - resources model[1] (hereinafter: JD-R model) in assessing the level of engagement within the organisation and to detect antecedents of engagement. His strategy involves an assessment of work engagement and its antecedents on the individual and then on the organisational level. This strategy involves a qualitative analysis which should be made out of a 45 minutes interview with single employees from different layers of the organisation but also conducting a quantitative analysis of job demand and job resources. When it comes to conducting analysis on the organisational level, focus is put on the teams, departments and job positions. Depending on the results of the conducted qualitative and quantitative analysis some subgroups can be formed in order to detect further indication for interactions. However, the most important thing when it comes to applying this strategy is to give feedback to employees and include them in plans of action for increasing engagement.

Shuch et al. (2013) advocate development of engagement through collection of data, communication with employees through performance reviews, maintaining setting sessions, weekly employee-manager conversion which will make employees feel as a part of the organisation. Another strategy according to these authors for building engagement is conducted through work development of employees and managers as well. Such strategy starts from a simple fact: by investing in employees, employees will invest back into the organisation.

Essentially, while building engagement everything is considered within the job and personal resources as antecedents of work engagement. So, the key strategy in building

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[1] JD-R Model starts from the assumption that every job is characterised by its demands and resources, whereas a job demand refers to high work pressure and emotionally demanding interactions with clients or customers and job resources refer to the support from colleagues and supervisors, performance feedback, skill variety, autonomy in work and learning opportunities. This model is often used to predict work engagement due to the fact that job resources foster engagement and they tend to have a positive effect on the job demand.

engagement is to invest into the "production" of the job and personal resources because those are the drivers of engagement to which none of the employees can stay immune. After all, no matter how well a job is paid if an employee is not satisfied, motivated, respected or if they don't have an opportunity to learn and for further development there is a danger of burnout from which the organisation cannot profit. So, investing into engagement pays back because employees will invest back into the organisation through their effort to do their job as good as possible, commitment and loyalty. Therefore, an organisation must provide necessary preconditions for engagement, otherwise engagement will lack and the organisation will fail to experience all its positive effects.

2 MEASUREMENT OF ENGAGEMENT

2.1 Elusive nature of employee engagement

The main drawback of work engagement is its "non-universality", thus there is no universal definition of work engagement according to which some kind of a standard methodology for measuring the level of work engagement would exist. That is why scholars (Kular et al., 2008) have their doubts regarding the relevance of the comparison of undertaken studies due to the fact that different measures were taken while making conclusions regarding the level of work engagement worldwide. Practically, there is no unique method for measuring the level of work engagement, different authors on the basis of their own perception of work engagement make questionnaires which are to be applied on a certain group of employees of a certain industry, country, etc. Such approach which enables the freedom in making questionnaires based on what certain authors find to be relevant in discovering the level of work engagement can bring the numbers regarding the level of work engagement into question. If we bear in mind the fact that different presented levels of work engagement can be the result of differences among countries, nations, mentality, etc. then numbers presented definitely cannot be a subject of comparison which all companies want to do first when dealing with the problem of work engagement. That is why theory-driven researchers appeal to a unique definition of work engagement as well as a unique method for measuring work engagement on the basis of which results would be presented which could form a relevant and valid basis for the subsequent researches regarding engagement worldwide.

Basically, depending on conceptualisation, there are different tools for assessing work engagement, both in applied research and for scientific purposes. However, in order for an instrument to be called a measure of engagement, it must have a clear theoretical basis, consistency with the corresponding definition, statistical evidence to support validity and reliability, and practical purposefulness in the organisational context. There lies the first issue while assessing work engagement due to the lack of a unique concept of engagement. Another problem lies in the way questions are made while evaluating work engagement.

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The basis of this problem is the fact that from a time perspective work engagement is a state (a feeling of energy and immersion) or a line that reflects stable and positive views of life and work. For example, the answer to the question "How do you feel at your work?" can be answered from two sides: from a position of a person or a person's point of view, the answer to this question would depend on what a person feels on a busy day, why such feelings exist today and not tomorrow and by contrast, from the position of observing behaviour among people, we may wonder why some people feel engaged in work, and others do not. Depending on whether we accept the definitions of some authors who talk about work engagement as a relatively long-term state over time and thus explicitly ignore more temporal forms of work engagement that show fluctuations within individuals and relatively short periods of time, the question is whether the scales for assessing the engagement of labor are valid. Nowadays, many authors strive to measure work engagement on a daily basis due to the fact that even the most engaged employees sometimes might have a bad day and could feel less immersed, or could have less zest, stamina, energy, etc. However, as long as there is no clear and unique concept of work engagement different instruments, models, methods, theories or whatever name we use to identify measures of work engagement, with different drawbacks and strengths, will always exist. Thus, why we prefer some instrument over another is the main problem when it comes to this concept of human resources management.

2.2 Previous operationalisations of employee engagement

In the very beginning when engagement as a new notion in human resources management appeared such methodology didn't exist, but some other methods were in use. Since work engagement was considered to be the opposite of burnout, thus work engagement was considered to be a positive antithesis to burnout, which has been a subject of study for ages. Before the researchers shifted their interest to work engagement, scholars investigated work engagement by using the same instruments as for burnout. The logic behind such behavior lay in the fact that exhaustion as the first dimension of MBI, whereas MBI stands for Maslach-Burnout Inventory as an instrument developed by Maslach and Jackson (1981) for measuring burnout of employees, was considered to be opposite to vigor, and cynicism opposite to dedication. In other words, both concepts, burnout and engagement were understood to be opposite poles of continuum that is covered by one single instrument: the MBI (Shaufeli et al., 2002). Hence, burnout is characterised by the exhaustion and cynicism which refer to low activation and low identification, whereas engagement is characterised by vigor and dedication which refer to high activation and high identification, what made many authors investigate engagement by an opposite profile of MBI scores. However, burnout and engagement are characterised by a third factor that is not negatively correlated, thus is not an opposite pole of employees' well-being as first two factors are considered to be direct opposites (professional efficiency is the third element of burnout and absorption is the third element of engagement) and considering the fact that

even though the first two dimensions of burnout and engagement might be considered to be direct opposites, thus its structure differs, which makes MBI scores not an adequate measurement of engagement (Shaufeli et al, 2002).

2.3 Methodology for measurement of engagement

Among a lot of different approaches of measuring the level of work engagement, there are some commonly used approaches which have become more popular in recent years. While exploring the employees as the main factor of business success, scholars were focused on the negative pole of the well-being of employees (burnout) for years, but in recent years the focus has shifted to the positive pole, to the so-called work engagement. Work engagement is defined as an energetic state in which the employee is dedicated to excellent performance at work and is confident in his or her effectiveness (Schutte et al., 2000). Therefore, engagement consists of three elements: vigor, dedication and absorption. Vigor refers to the high levels of energy and mental resilience, persistence and willingness to invest effort; dedication refers to the sense of work's significance and enthusiasm, whilst absorption refers to happiness at work and being fully concentrated due to the fact that time passes very quickly while doing one's job (Shaufeli, Salanova, Gonzales – Roma, & Bakker, 2002). Schaufeli and Bakker (2003) have developed the three factor analysis, the the Utrecht Work Engagement Scale (hereinafter: UWES), which supports the given definition of work engagement. Many studies have been done on the basis of this methodology which validated the usage of the UWES in measuring work engagement. This is the most popular measure of engagement which is still gaining popularity while the interest in engagement was, and still is, growing. UWES was developed by Arnold Bakker and Wilmar Shaufeli as two experts on work engagement. This model of measuring work engagement is based on the following definition of work engagement: "Engagement is a positive, fulfilling, work-related state of mind that is characterised by vigor, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is characterised by high levels of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence even in the face of difficulties. Dedication refers to being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption, is characterized by being fully concentrated and happily engrossed in one's work, whereby time passes quickly and one has difficulties with detaching oneself from work"*, (*Schaufeli, Salanova, González-Romá, & Bakker, 2001, p. 120).

Hence, according to Shaufeli et al., (2001) main constructs of engagement are: vigor, dedication and absorption. So, in order to determine the presence and the level of work engagement Shaufeli and Bakker made a a self-report questionnaire which includes 17 items: 6 vigor items, 5 dedication items, and 6 absorption items, whereas in some other

studies it includes 15 items: 5 vigor, 5 dedication and 5 absorption items. Schaufeli et al. (2002) were at an earlier stage of the instrument development working on a somewhat wider version of the UWES questionnaire for job engagement which initially contained 24 statements. However some of the included items, to be particular 7 items, appeared to be unsound and were therefore eliminated so that 17 items remained. Each constituting aspect of work engagement includes a certain statement which each employee should rate using six response options. Available response options are from 6=always to 0= never. Since it is about self evaluation of the employee's condition, i.e. the way he feels about his job, the response options are: never, almost never, rarely, sometimes, often, very often and always. Those employees that score high on vigor are considered to have energy, zest and stamina when working, whereas those who score low on vigor have less energy, zest and stamina as far as their work is concerned; those who score high on dedication are considered to strongly identify with their work because it is experienced as meaningful, inspiring, and challenging, whereas those who score low do not identify with their work because they do not experience it to be meaningful, inspiring, or challenging; moreover, they feel neither enthusiastic nor proud about their work and those who score high on absorption are considered to be happily engrossed in their work, they feel immersed by their work and have difficulties detaching from it because it carries them away, whereas employees who score low on dedication do not feel engrossed or immersed in their work, they neither have difficulties detaching from it, nor do they forget everything around them, including time.

The reason for its popularity lies in the fact that its validity has been proven among different studies conducted in various countries such as Spain, Netherlands, Greece, China, Denmark, South Africa, etc. (Bakker & Schaufeli, 2008; De Bruin, Hill, Henn, & Muller, 2013; Koyuncu, Burke, & Fiksenbaum, 2006, etc.), where the correlation among the three factor solution was proven to be high (vigor, dedication and absorption). The survey's simplicity in implementation makes it popular among researchers as well. The instrument showed internal consistency (Cronbach alpha) ranging from 0.80 to 0.90 (Schaufeli & Bakker, 2004) and exceeding the value of 0.70 which is traditionally used as the threshold for the acceptability of the instrument (Nunnally & Bernstein, 1994).

Even though, the UWES is the most commonly used instrument in measuring work engagement and as such was validated through many studies, some authors find that the scale of answer options is not precise and thus, it cannot take into account daily variations of energy, zest, stamina, enthusiasm and other characteristics of engaged employees to which, as mentioned previously, researchers strive to. Nevertheless, until such drawbacks are removed, this instrument will remain the most popular and most valid one.

Another model accepted worldwide is "Gallup Q_{12}" questionnaires. Two researchers Dr. Clifton form Nebraska University and Dr. Gallup have developed the so-called "Gallup Q_{12}" questionnaires which are the product of analysis conducted over many years. Namely,

since the 1950s Dr. Clifton has studied work and learning environments in order to determine the factors that contributed positively to those environments and that enable people to capitalise on their unique talents. He used various rating scales and interview techniques to study individual differences, analyzing questions and factors that explain differences in people. Concepts studied included "focusing on strengths versus weaknesses," "relationships," "personnel support," "friendships," and "learning". Various questions were written and tested, including many early versions of the Q12 items. In the 1980s, Gallup scientists continued the iterative process by studying high performing individuals and teams. Studies involved assessments of individual talents and workplace attitudes. Gallup researchers asked top-performing individuals or teams to describe their work environments, and thoughts, feelings, and behaviors related to success. The researchers used qualitative data to generate hypotheses and insights into the distinguishing factors leading to success. From these hypotheses, they wrote and tested questions. They also conducted numerous quantitative studies throughout the 1980s, including exit interviews, to continue to learn causes of employee turnover. In the 1990s, the iterative process continued where during this time, Gallup researchers developed the first version of the Q12. Such version of Q12 has been administered to more than 7 million employees in 112 different countries before its final wording and order were completed in 1998. The Gallup's Q12 is the result of more than 30 years of accumulated quantitative and qualitative research. Q12 has intends to measure two standpoints: those that measure attitudinal outcomes (satisfaction, loyalty, pride, customer service intent, and intent to stay with the company) and those that measure actionable issues that drive the above outcomes. So, the Q12 is made of twelve statements whereas each employee should rate these statements using six response options. Available response options are from 5=strongly agree to 1= strongly disagree and a sixth response option = don't know is unscored. Each statement measures a certain concept:

- Q00 measures overall satisfaction of employee with the company,
- Q01 measures expectations of employees,
- Q02 reefers to materials and equipment which are supposed to be available to employees while doing their job,
- Q03 measures opportunity to do what employees find doing best,
- Q04 measures recognition for good work,
- Q05 refers to the feeling that someone at work cares about the employee,
- Q06 refers to encouragement that employees receive for their further development,
- Q07 measure if employees feel that their opinions count,
- Q08 refers to whether employees feel their job is important in creating the outcomes of the organisations (mission/purpose)
- Q09 measures the extent to which employees feel their associates are committed to doing quality job,
- Q10 measures the extent to which fellow colleagues are considered best friends,
- Q11 refers to how often the progress of employees is measured, and

- Q12 refers to learning and growth, i.e. the opportunities employees have for their further development and improvement.

Many authors (Harter & Schmidt, 2002; Harter, Schmidt, Agrawal, & Plowman, 2012; Harter, Schmidt, Killham, & Agrawal, 2009;) have validated the usage of Q12 questionnaire while measuring the level of work engagement and by the meta-analysis based on these questions, the effect of employees engagement onto business outcomes which makes it a popular methodology while testing work engagement and its effects on the business outcomes of an organisation.

Another approach that has been used in testing the presence of work engagement is the JD-R model, a so-called job demands-resources theory (Bakker & Demerouti, 2007; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Indeed, this model is testing engagement by showing how engaged workers mobilise their own job resources to stay engaged. So, it does not directly give the answer to whether a company is dealing with engaged employees or not, but rather whether the workers mobilise their own job resources which indirectly refers to engagement. This theory has been used to predict work engagement and job performances (Bakker, Van Emmerik, & Van Riet, 2008; Bakker, Demerouti, & Verbeke, 2004). The main reason for its popularity lies in its flexibility due to the fact that it can be applied to all work environments and can be tailored to a specific occupation under consideration (Bakker & Demerouti, 2014) and, even though job demands and job resources are understood to be the triggers of two independent processes, i.e. job demands are a predictor of exhaustion and job resources predictors of work engagement (Bakker et al., 2014), still job demands and job resources initiate two different psychological processes, which eventually affect important organisational outcomes. Such relationship was proven by different authors, such as Bakker, Demerouti, De Boer and Schaufeli (2003) who applied this model to the Dutch telecom company where the results showed that job resources like social support, supervisory coaching, performance feedback, and time control were the main predictors of dedication and organisational commitment, which, in turn, were related to turnover intentions.

Another reason for the popularity of this model is the fact that job demands and resources interact in predicting occupational well-being. In fact, job resources can mitigate job demands, whereas it was proven that employees who have available job resources like social support, autonomy, performance feedback, and opportunities for development cope better with job demands which eventually effects the performance outcome (Bakker, Demerouti, & Euwema, 2005). Also, job demands can amplify the impact of job resources on work engagement. This model is valuable in assessing work engagement because it includes personal resources such as positive self-evaluations, predicts goal-setting, motivation, performance, job and life satisfaction which mediate the relationship between job resources and work engagement, suggesting that job resources foster the development

of personal resources. Whereas, Xanthopoulou, Bakker, Demerouti, and Schaufeli (2009) suggested that job resources predicted personal resources and work engagement; and personal resources and work engagement, in turn, predicted job resources. Although the relationship between personal resources and job resources was established by different authors, the relationship between personal resources and job demands was not supported entirely. To sum up, JD-R model, as combination of work characteristics, that can be organised in two categories: job demands and job resources, shows that these work characteristic individually affect not only employee health and motivation but they have joint effects on the well-being of an employee which in turn reflects on the engagement of employees and performance outcome of employees. Moreover, it also includes personal resources which are important predictors of motivation and buffers of unfavorable effects of job demands. All of this together shows a positive interconnection of work engagement making it a popular and suitable model for measuring and predicting work engagement.

3 ENGAGEMENT AS IMPORTANT FACTOR OF COMPANY'S GROWTH AND DEVELOPMENT

3.1 Engagement as a reason of better employees' performances

Different studies conducted all over the world among different age groups, occupational groups and gender have shown the importance of engagement towards better employees' performances (Bakker et al, 2008a; Bakker, 2009; Crabtree, 2005; Edmans, 2012, etc). However, all authors agree on the following: positive emotions, good health, enthusiasm and collaborations among happy employees are the reason why working in the field of employees' engagement are worth all the effort and money spent because eventually it will result in better performances of employees. Bakker et al. (2008a) find positive emotions, good health, ability to mobilise their resources and crossover contagion of engagement to be the reasons why engaged employees perform better. Positive emotions encourage creativity, innovations, willingness to put more effort in the work, work optimism and confidence and the willingness to help out other colleagues; good health enables workers to perform well because they suffer less from headaches, chest pain, cardiovascular problems, and stomach aches; the ability to mobilise their own resources results in better performances which is due to the fact that engaged employees are able to increase social support, autonomy, learning opportunities, and performance feedback and the transfer of positive experiences appears to result in more cooperative behavior and better task performance. For instance, in their study among 2,229 officers working in one of 85 teams Bakker et al. (2006) found that team-level work engagement was related to individual team members' engagement (vigor, dedication, and absorption). After checking for individual members' job demands and resources, Schaufeli et al.(2008) conducted a study among managers which showed that engagement was predictive of increases in next year's job resources, including social support, autonomy, learning opportunities, and

performance feedback. In their study among four different Dutch service organisations, Schaufeli and Bakker (2004) found that engaged workers suffer less from self-reported headaches, cardiovascular problems and stomach aches.

Ariani (2013) conducted a survey among 507 employees (with a response rate of 92 %) out of 550 employees from service industries in Yogyakarta Indonesia, where out of the 507 respondents, 276 were female and 231 were male with the goal to show that engagement is predominantly associated with organisational citizenship behavior (hereinafter: OCB). Therefore, the employees who exhibited higher levels of engagement were found to contribute to their organisations with higher levels of individual OCB. Such study showed that engaged employees experience a high level of connectivity with their organisation, so managers who want to see better performances of their employees should increase engagement by designing jobs that include motivating characteristics, particularly with regard to the significance and variety of the task performance. Moreover, this study showed why engaged employees perform better which is due to their ability to exhibit extra role behavior because they are able to accomplish goals and perform their tasks efficiently, enabling them to pursue activities that are not part of their job descriptions.

3.2 Link between work engagement and business outcome

Bearing in mind that factors such as earnings per share (hereinafter: EPS), profitability, productivity, and customer ratings are all key indicators in determining organisation's health and its potential for growth. It is important to see if such indicators are linked to the level of employee engagement. Many quantitative studies regarding the link between work engagement and company performance have been made so far. Harter, Schmidt, Agrawal and Plowman (2012) conducted a meta-analysis in order to prove such relationship. Their study included 192 organisations in 49 industries and 34 countries and looked at nine outcomes: customer loyalty/engagement, profitability, productivity, turnover, safety incidents, shrinkage, absenteeism, patient safety incidents, and quality (defects). The analysis was made on the basis of "Gallup Q_{12}" questionnaires. The results confirmed that the relationship between work engagement and performance is substantial.

Gallup (2013) conducted its eighth meta-analysis on the Q12 using 263 research studies across 192 organisations in 49 industries and 34 countries including nearly 1.4 million employees and confirmed the well-established connection between employee engagement and nine performance outcomes: customer ratings, profitability, productivity, turnover, safety incidents, shrinkage (theft), absenteeism, patient safety incidents and quality.

Gallup (2013) also conducted a study among 49 publicly traded companies with EPS data available from 2008-2012 and Q12 data available from 2010 and/or 2011 in its database and found that organisations with a critical mass of engaged employees outperformed their

competition and that such companies, therefore, companies with engaged workforces, have higher earnings per share (EPS) and seem to have recovered from the recession at a faster rate.

The company Aon Hewit (2013) showed a strong correlation between employee engagement and financial performance too. Their study showed that organisations with high levels of engagement (65% or greater) continue to outperform the total stock market index and they posted total shareholder returns 22% higher than average in 2010. On the other hand, companies with low engagement (45% or less) had a total shareholder return that was 28% lower than the average.

The Corporate Leadership Council (2004) conducted a global survey of the engagement levels of 50,000 employees in 27 countries emphasising the link of engagement to business success and its direct impact on employee performance and retention.

3.3 Methods for the improvement of work engagement

For organisations to have engaged workers they must define and measure success at every level in the organisation in a way that focuses every person, team, department, and business unit on driving performance and results. Engagement is not something that will appear on its own, it must be nourished, managers must continuously work on it. Throughout their studies over the last 15 years, as consultants of Gallup, Mann and Harter (2016) have identified five best practices that improve engagement and performance:

- integrate engagement into the company's human capital strategy
- use a scientifically validated instrument to measure engagement
- understand where the company is today, and where it wants to be in the future
- look beyond engagement as a single construct
- align engagement with other workplace priorities.

All these practices should result in creating a single practice where engagement won't be seen as a survey that must be conducted once a year, but rather as a concept which will help management to align goals and performances of the company after giving feedback for creating a human capital strategy that will ensure that those goals and performances are achieved. Therefore, it should result in involvement and commitment of leaders, communication strategy on the basis of which leaders and managers will continuously work with regular business activities as well as in developing engaged employees. Working on the development of employee engagement in the workplace shouldn't be something that will be done separately from other business activities. It is important that managers clarify work expectations, get people what they need to do their work, provide development, promote positive coworker relationships, and provide workers with new resources, and ensure employees have opportunities to do what they do best. Now, what instruments are the most appropriate to use in measuring the employee engagement at

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the workplace can be tricky due to the fact that there is no standardised measure, so it is very important to understand the way a company works, its goals for the future in order to be able to use appropriate and validated instruments for measuring employee's engagement. Hence, it is important to focus on improving enagagement and not only measuring it, because measuring engagement, if appropriate instruments are used, will give just facts that will not serve the purpose if they aren't applied or improved. Some managers tend to make those mistakes by focusing only on annual measurement of engagement with no vision how such numbers can be used in improving business overall. So, the results on the level of employee engagement are not just numbers telling managers that they are doing fine, those numbers have their purpose if used in a proper way.

Gallup (2014) reported the practice that when it comes to the employee engagement the best organisations integrated:
- strategy and leadership philosophy
- accountability and performance
- communication and knowledge management
- development and ongoing learning opportunities.

Leaders must have a strategy on how to link engagement to the company's mission and growth strategy, they must infuse engagement in the culture of organisation, leaders must communicate the engagement's impact throughout the year and share engagement tools and best practices within the organisation, use every opportunity to inform employees on the results of engagement and its effects on business outcomes and, finally, constantly work on developing work engagement with clear programmes focused not only on individuals but on teams as well.

Aon Hewitt (2013) in its report suggested five key ingredients to build a culture of engagement which are as follows:
- build engaging leadership
- build trusting relationships with your employees
- grow your talent
- enable engagement and performance
- focus on the individual.

Creating a culture of engagement starts with leaders, so it is crucial for an organisation not only to have an engaged leader, because every organisation does, but an engaged leadership, i.e. a group of managers that truly and constantly work on improving engagement. Building relationship with employees is a key point in creating engagement because that is the way an organisation shows its employees what makes working for that organisation better than working somewhere else. Enabling employees to develop learning agility in order to provide solutions for the future are also important and that is why big

and successful companies provide their employees different training, coaching, mentoring, and recruiting with the desire to do the same for others. Since engagement won't happen on its own, it is important to provide resources and programs that will enable engagement to flourish within the organisation. Since engagement turns out to be an individual concept it should be measured and managed at that level as much as possible, which will enable the organisation to reveal different personalities within the organisation enabling its leaders to find proper measures to enhance engagement.

3.4 Trends of engagement in different countries worldwide

Shaufeli, Bakker and Salanova (2006) conducted a cross-national study in several countries using the UWES methodology shortened to 9 items, where the results showed not only different levels of engagement among countries but different levels of engagement among different occupational groups as well and the fact that engagement didn't correlate to the age of respondents but to gender. Analysis was conducted in the ten following countries: Australia, Belgium, Canada, Finland, France, Germany, Netherlands, Norway, South Africa and Spain which was carried out between 1999 and 2003 among following occupational groups: social work, police, management, blue-collar, white collar (profit and nonprofit), health care and teaching. The results showed that in the Belgian, German, Finnish, and Norwegian samples, men scored slightly higher on the three engagement dimensions than women, whereas the reverse was true for the South African (only vigor), Spanish (only dedication and absorption), and Dutch samples. When it comes to the occupational groups the highest levels of vigor were found among educators, managers and police officers, whereas the lowest scores were observed for blue-collar workers, social workers and counsellors, and health care workers. The highest levels of dedication were found among police officers, managers and educators, whereas the lowest scores were observed for blue-collar workers, white-collar workers in the nonprofit sector and social workers and counselors. The highest levels of absorption were found among police officers, managers and educators, whereas the lowest scores were observed for blue-collar workers, white-collar workers in the nonprofit sector and health care workers. Moreover, results of the analysis have showed that engagement is the positive antipode of burnout, where the level of engagement did not differ among gender but did slightly among age groups, hence it increased with age.

Overall engagement on the world scene is not at the level we would expect it to be. Gallup (2014) conducted a global study from 2009 to 2010 using the Gallup Q^{12} methodology which showed that only 13% of the working force in 142 countries is considered to be engaged whereas the level of work engagement varies among countries. Gallup's general findings throughout the years are that employees engagement is in crisis and is not growing as it should be, but rather stagnating. According to the previously mentioned studies we could notice that analyses were conducted in the developed countries where engagement as

the new notion in human resource management has taken its place, so the results of such studies showing high level of engagement of employees in developed countries and effort of managers on developing it is something that is expected. However developing and underdeveloped countries are still fighting with basic problems such as poverty, corruption, unemployment, etc., so it is no wonder that engagement lacks in the business world, not only among employes but among managers as well. Gallup's study confirmed such a thesis showing that the highest levels of active disengagement in the world is in the Middle East and North Africa region, particularly in Tunisia (54%), Algeria (53%), and Syria (45%). However, engaged employees might be the next step to development. Gallup showed that it is exactly what so-called emerging countries such as: Mexico, Indonesia, Turkey, South Africa, Brazil, India, China and Russia, need in their expansion because they will not be able to sustain growth which is now based only on export and productions, but at the domestic consumer market. The percentage of work engagement worldwide is presented in Table 17 which is part of Appendix B.

Table 2. Regions ranked according to their level of work engagement

Rank	Region	Level of the work engagement (%)
1.	USA and Canada	29
2.	Australia and New Zealand	24
3.	Latin America	21
4.	Commonwealth of independent countries and nearby countries	18
5.	Western Europe	14
6.	Southeast Asia	12
7.	Central and Eastern Europe	11
8.	South Asia	10
8.	Middle East	10
8.	Sub-Saharan Africa	10
8.	North Africa	10
9.	East Asia	6

Source: *Gallup Organisation, State of the global workplace, 2014, p. 54-104.*

According to the data Gallup presented in their report, considerable variation in engagement levels across different regions of the world can be seen. East Asia showed the lowest level of engagement which is significantly below the world's level of engagement of 13%. Such level of work engagement is usually connected with the culture of the nation which is respectful toward authority while open communication lacks preventing youth and young talents to express their own ideas and innovations. Even though Korea is seen to invest a trillion of Vons into process improvement, change management, research and development, and organisational transformation still the results are not as expected where according to Gallup's experts the reason for a low return on the investment can be found in the low level of engagement of Korea's employees.

Four regions share the next place in the region with the lowest level of work engagement: South Asia, Middle East, North Africa, and Sub-Saharan Africa with a percentage of 10%, again below the world's level of work engagement. The low level of engagement in the South Asia region, especially in India, according to the Gallup's study comes from the ineffective management due to which employees do not perform at their best whereas in East Asia it can be connected with Confucianism, deference to authority is a deeply entrenched social value. South Africa's economy faces many structural changes which might be the reason for these regions to have a low level of work engagement. On the other hand, in the Middle East such numbers for this region are even promising.

Central and Eastern Europe took seventh place with the level of work engagement of 11% which is below the world average. Among 20 countries, Poland has the highest and Turkey the lowest level. Considering the structure of the countries from which this region is composed of, it is evident that we are talking about developing, so-called countries in transition which are still fighting with basic problems like: high levels of unemployment, corruption, nepotism, slow economic growth, etc. So, in such circumstances employees are happy to have a job which in many cases does not provide the environment for increasing engagement.

Southeast Asia takes the sixth place among the world's region with the level of work engagement of 12%, still lower than the average world's level of work engagement. Even though the Phillipines show a high level of work engagement in this region other included countries unfortunately have a significantly lower level of work engagement. Since these are the fast growing economies highly engaged workforces will have an advantage in seizing opportunities for some further growth. Despite the fact that Indonesia in this region has the GDP growth of more than 6% per year, it still has the lowest level of work engagement in this region of only 8%, where Gallup's researchers find the opportunity for further economic growth and increasing the level of work engagement. Nowadays managers use a so-called "command and control" method for managing which is evidently not an appropriate one due to the fact that a majority of the Indonesian work force is younger than 30, so in order to engage such employees and to harness their talents managing strategies with open communication, mentoring and coaching system might be the right ones for increasing the level of work engagement.

Western Europe made out of the 19 most developed countries in the world showed a relatively low level of work engagement of 14% which is just a little above the world average of 13%. Such results might be the result of the severe consequences of the last debt crisis, especially in France, Ireland, Italy, and Spain which made many young people lose their jobs and those who were lucky enough to keep their jobs stayed to work in the workplace which might not be a workplace that can engage them.

The Commonwealth of independent countries and nearby countries took fourth place with the level of work engagement of 18%. The level of work engagement varies among the countries, whereas the lowest level was measured in Azerbaijan and the highest in Kazakhstan. Latin America took third place according to the Gallup's study of the level of work engagement globally with 21%. Among 22 countries included in the study, Mexico has the lowest level with 12% whereas Panama has the highest level of work engagement. With increased foreign direct investment and moderate GDP growth, the economic environment in Latin America has improved considerably in the past decade followed by the low level of unemployment where we can find the reasons for Latin America showing the level of work engagement of 21%.

Australia and New Zealand have among the highest level of work engagement (24%) which is significantly above the world's level. However, despite this high level of work engagement these countries are still struggling with disengaged employees among whom according to the Gallup's 2011-2012 employee research, 47% of actively disengaged workers in Australia and New Zealand admitted to having experienced stress the day before, while 24% experienced sadness and 42% experienced worry. Therefore, even regions with considerably high levels of work engagement have to work on engaging the rest of the working populations. USA and Canada showed the highest level of work engagement in the world with the percentage of 29%. Such numbers are not surprisingly good, due to the fact that we are talking about developed countries that are not struggling with unemployment or any other economic problems. True, recession brought some difficulties , as elsewhere in the world, however, it is obvious that like Australia and New Zealand, USA and Canada still have space to increase their level of work engagement.

Besides these differences in the level of work engagement among countries and regions worldwide, Gallup (2014) also showed that there are differences in the level of work engagement among different occupations and level of educations. Occupations that have been subject of analysis are as follows: managers/executives/officials, professional work, clerical/office workers, installation/repair workers, service workers, construction/ mining workers , manufacturing/production workers, sales workers, transportation workers, farming/fishing/forestry workers, whereas when it comes to education the study included elementary education or less, secondary education and tertiary education. In some regions employees with the highest level of work engagement tend to be the ones who are the most likely to be engaged, whereas in some regions it is vice versa, thus employees with a low level of education tend to be among the most engaged employees. Such results mostly depend on the economic situation in the regions, so some countries which are not able to provide jobs for highly educated individuals are those which have employees with the low education levels to be most engaged. The results of the analysis among regions are shown in the following table.

Table 3. Level of work engagement among occupations and levels of education
among regions

Region	Result of analysis
USA and Canada	engagement drops with the employees' higher levels of education managers tend to have the highest level of work engagement
Australia and New Zealand	engagement is higher among those employees with an elementary education or less than among those with higher levels of education job types in which employees are most likely to be engaged tend to be those that do not typically require high levels of education, including farmers, installation/ repair workers, and service workers
Latin America	jobs that tend to require higher levels of education and provide a more autonomous working environment such as professional workers and those in management or leadership roles tend to show a higher level of work engagement
Commonwealth of independent countries and nearby countries	engagement rates increase among employees who have a college education employees in leadership roles, including managers, executives, and officials, post the strongest engagement results among job types
Western Europe	engagement rates are slightly higher among those with an elementary education or less than among those with a college education employees in job types that tend to require more education such as professionals and managers, executives, and officials are no more likely to be engaged than those in more routinized job types like manufacturing and construction.
Southeast Asia	engagement of employees with a higher level of education is higher employees working in industries less likely to require higher levels of formal education including construction and manufacturing are least likely to be engaged in their jobs.
Central and Eastern Europe	engagement rates increase among employees who have a college education engagement is higher among occupations that require more education and tend to be characterised by more autonomy and influence such as managers and professional workers.
South Asia	employees with tertiary education are more likely to be engaged professional workers are among the most engaged
Middle East	employees of tertiary education are among the most likely to be engaged professional workers, managers and office workers are among the most engaged
Sub-Saharan Africa	the most highly educated Africans and those in professional job categories are the most engaged
North Africa	employees of tertiary education are among the most likely to be engaged professional workers, managers and office workers are among the most engaged
East Asia	employees who are most likely to hold positions of authority like managers, executives, or officials and professional workers are likely to be actively engaged engagement among employees of all levels of engagement is almost at the same level

Source: *Gallup Organisation, State of the global workplace, 2014, p.54-104.*

Aon Hewitt (2017), the consultancy house which is a global leader in human capital consulting and outsourcing solutions provides annual reports on the trends in global employee engagement as well. Their study is conducted in more than 1,000 organisations around the globe using data from more than five million employee responses. According to the result of their study 65% of examined employees are engaged, the Gallup global employee engagement reporting 13%. But we must bear in mind that Gallup's study is conducted worldwide in different countries, in different industries at different levels of every organisation, whereas Aon's study is conducted in the top companies in the world.

Gallup's and Aon's researchers agree on the following : employee engagement does not have an upward, but rather a downward trend. In the following graph Aon presented the changes in the employee engagement throughout the years among different regions of the world. If we take a look at the trend of employee engagement in regions reported by Gallup and Aon we can notice than findings match in a way, that compared to the global average Europe has a lower level of engagement, that North America and Latin America have higher levels of employee engagement compared to the world's average, that Asia Pacific shows a slowdown trend whereas only Australia is an exception.

Figure 1. Employee engagement in Latin America and globally
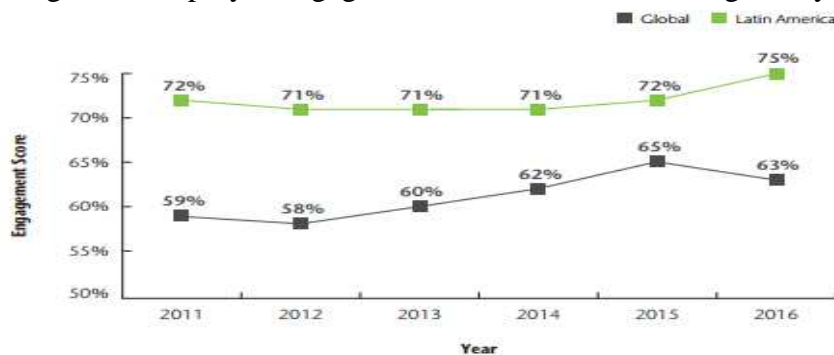
Source: *Aon Hewit, Trends in Global Employee Engagement, 2017, p.9.*

Figure 2. Employee engagement in North America and globally
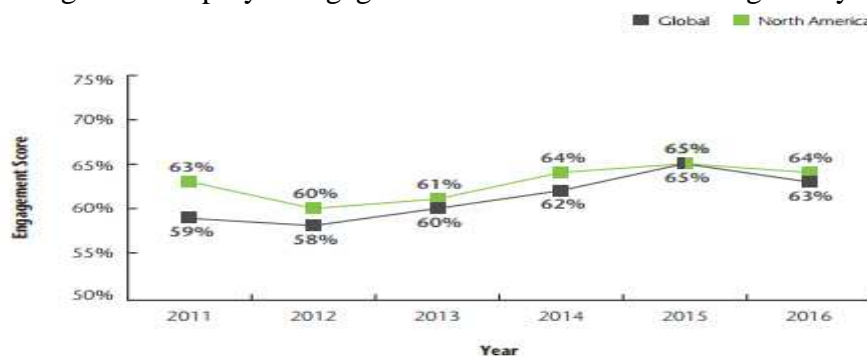
Source: *Aon Hewit , Trends in Global Employee Engagement, 2017, p.10.*

Figure 3. Employee engagement in Europe and globally
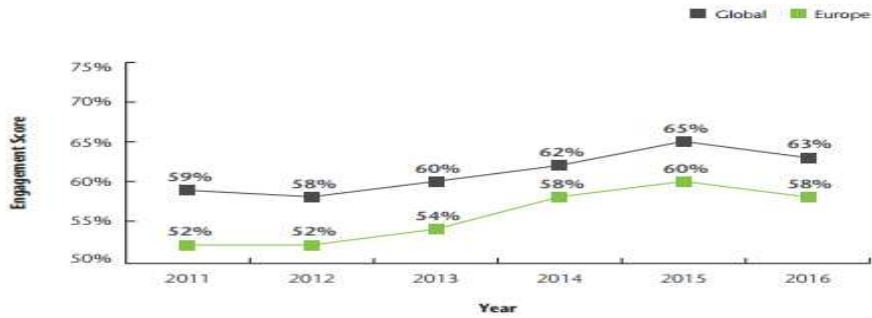
Source: *Aon Hewit, Trends in Global Employee Engagement, 2017, p.11.*

Figure 4. Employee engagement in Africa and globally
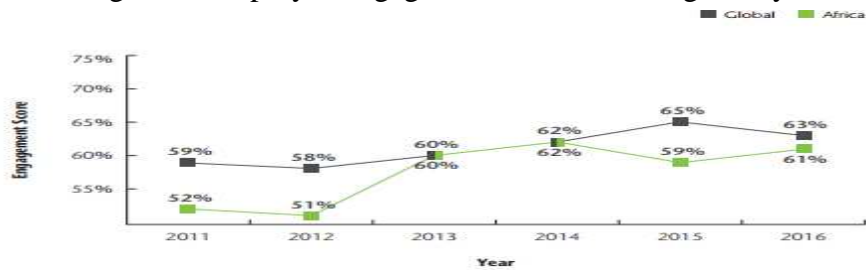
Source: *Aon Hewit, Trends in Global Employee Engagement, p.12.*

Figure 5. Employee engagement in Asia Pacific and globally
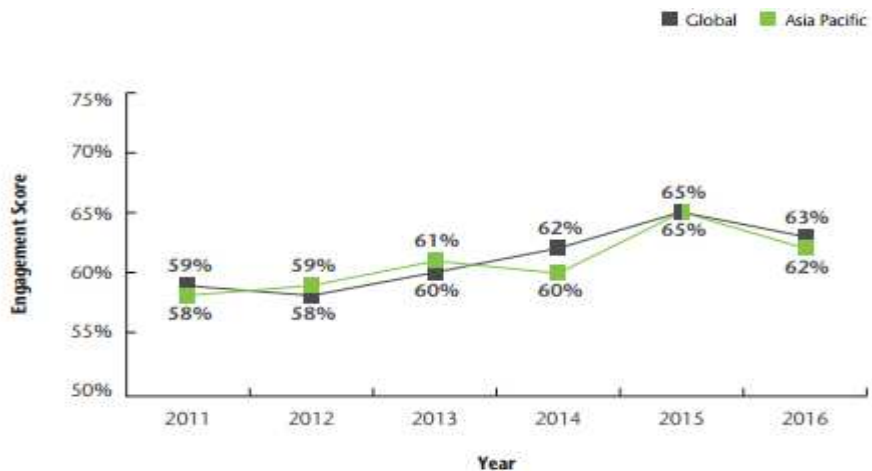
Source: *Aon Hewit, Trends in Global Employee Engagement, 2017, p.8.*

In chapter 1.3 Main drivers (antecedents) of engagement we discussed the drivers of work engagement. Aon Hewitt (2011) made an analysis among regions regarding the drivers of work engagement their nations find to be the most important. Just as the level of work engagement among regions, drivers of work engagement differ among nations. What drives employees engagement worldwide is shown in the following tables where drivers that Aon set to be relevant the nations ranked according to their opinion.

Table 4. Top five drivers of employee engagement among regions

Engagement Drivers	Asia-Pacific	Europe	Latin America	North America
Career Opportunities	1	1	1	1
Brand Alignment	2	3	3	4
Recognition	3	5	2	5
People/HR Practices	5	2	5	-
Organisation reputation	-	-	-	3
Managing performance	-	-	-	2
Pay	4	4	4	-
Valuing People/	-	-	-	-

Source: *Aon Hewit, Trends in Global Employee Engagement, 2011, p.9.*

Previously mentioned studies showed that the level of work engagement does not only vary among the countries and regions to which these countries belong to, but among the professions, educational levels, and drivers of employee engagement as well. Some studies showed that neither gender nor years are relevant for the level of work engagement, whereas some studies showed different results (Kong, 2009). Such diversity in the results of the study are the outcome of the way engagement is measured as well as of the targeted groups that are examined and cultural differences of examiners. In the previous chapter we mentioned that such diversity among the results of the level of work engagement is mainly due to the fact that engagement as a notion in human resources is not standardised nor is there a unique formula or definition of such notion because we are dealing with something that is supposed to measure behaviour, feelings and emotions of employees for which there cannot be a unique approach.

4 EMPIRICAL RESEARCH ON ENGAGEMENT IN BH TELECOM AND ELEKTROPRIVREDA

The aim of this research is to investigate the levels of work engagement among employees in BH Telecom and Elektroprivreda, to make a comparative analysis of employees work engagement in the two mentioned companies in order to assess if this could be the reason for a high business performance of the companies. Besides the overall level of work engagement we wanted to see if there are some differences in the level of work engagement among different categories of employees, that is, if different characteristics such as gender, level of education, age or length of working experience influence the level of work engagement. In line with the previously mentioned, the following research questions will be the subject of discussion: Are the employees of BH Telecom and Elektroprivreda engaged employees which could be the cause of their high business performances and if yes, do different characteristics of employees make a difference among the level of work engagement?

4.1   Company description

BH Telecom and Elektroprivreda are publicly owned companies and market leaders in their fields. Moreover, Elektroprivreda as the parent company in the Elektroprivreda B&H Group which provides services of generation, transmission and distribution of electricity is a monopolist, as the only company supplying the legal and natural entities with the electricity in FB&H. On the other hand, BH Telecom is the leading telecom operator, but it is not the monopolist, due to the fact that in 2006 telecommunication market opened up and other operators have come on the market, but their market share is still low.

Table 5. Information about BH Telecom

Year	Number of employees	Profit (in BAM)
2014	3.538	78.541.120
2015	3.468	80.166.353
2016	3.426	92.799.266

Source: *Bisnode - Provider of digital business information*

BH Telecom is a stock company in which 90% of capital is owned by the FB&H, and 10% is owned by minority shareholders. BH Telecom is a leading provider of telecommunication services which according to its investments in quality is able to provide high quality services and it is a member of international associations for telecommunication.

Table 6. Information about Elektroprivreda

Year	Number of employees	Profit (in BAM)
2014	4.990	3.234.760
2015	4.882	3.635.753
2016	4.709	12.858.086

Source: *Bisnode - Provider of digital business information*

Elektroprivreda is a joint stock company in which 90% of capital is owned by the FB&H, and 10% is owned by minority shareholders. It grew from the 2009 parent company in the EPB&H Concern, which is connected to several companies in the field of mining and manufacturing of equipment whereas other companies are subsidiary companies. Elektoprivreda is headquarted in Sarajevo whereas the subsidiaries are headquartered in Tuzla, Kakanj, Mostar, Zenica and Bihać.

Thus, we are dealing with two leading companies in FB&H, which most likely, due to their ownership, are still the leaders on the market. However, competition is growing for both of them and unless they adapt they will not be able to sustain a long term performance. After all, the mission of both companies is to keep the leading position, thus to strengthen their market position and customer confidence through the continuous professional development

of staff, the management of human resources and by providing a positive organisational climate which evaluates and appreciates the success of its employees. It is important to acknowledge that both companies are socially responsible for investing not only in their infrastructure, but also in the education and training of their employees and the environment sponsoring different projects across the country.

4.2 Research methodology

The measurement of job engagement was conducted with the UWES (Utrecht work engagement scale), which was designed by Schaufeli and Bakker (Schaufeli et al., 2003), so the questionnaire was based on the Utrecht Work Engagement Scale which included three dimensions: vigor, absorption and dedication. Each dimension has a set of statements which employees are supposed to confirm or deny, moreover seven option were given which were scaled from zero to six as follows: never, almost never (a few times a year or less), rarely (once a month or less), sometimes (a few times a month), often (once a week), very often (few times a week) and always (every day). The results of the questionnaire will be processed using the SPSS programme where the level of work engagement among the employees of these two companies will be assessed on the basis of which a conclusion regarding possible differences will be stated. Further analysis will be conducted with the aim to investigate if there is difference in the level of work engagement among male and female employees, professional workers and managers, employees of different level of education and if age and length of working experience affect the level of work engagement, where the respondents will be a part of one sample that is gathering the data from both companies into one sample, due to the fact that such analysis between companies would not be representative because we are dealing with a small sample. Since both companies are publicly owned companies, where our goal was to see what the level of work engagement in companies with such ownership is, we found it to be appropriate to investigate if the different characteristics of employees of these two companies affect their level of work engagement. Besides this questionnaire interviews were conducted with employees in human resources department in order to find out if the managers of the company pay attention to their employees in order to make them more engaged in their work and if so, which methods were used to encourage the engagement of employees.

The current study selected 115 employees randomly from two companies to fill in the questionnaires, whereas 57 employees of BH Telecom responded to the questionnaires with an age from 19 to 69 (M=42,11; SD=12,59) and 58 employees of Elektroprivreda responded to the questionnaires with an age from 24 to 61 (M=40,95; SD=9,56). The average age of the whole sample (N=115) is 41,54 (M=41,54; SD=11,13). Employees that have taken the questionnaire are those of main offices of Elektroprivreda and BH Telecom headquartered in Sarajevo, where the respondent rate was 57,5% (200 questionnaires were given to both companies, that is 100 questionnaires each). Since the goal of the study was to include as many employees as possible

with different occupations within the companies questionnaires were distributed to those employees who were willing to participate in this study, so the respondents were selected randomly due to general reluctance of employees to participate in the survey (which is the main issue when conducting studies in the companies in B&H).

Of all the employees in BH Telecom 23 were male , occupying 40%; and 34 female employees, with a percentage of 60%; 48 were professional workers, occupying 84%, and 9 managers, with a percentage of 16%; 20 employees were those with tertiary education, with a percentage of 35%, and 37 those with secondary education, occupying 65%. According to their age, respondents were divided into 3 groups: group 1 was made of employees up to 29 years of age (2 respondents, occupying 4%), group 2 employees between 30 and 49 years of age (44 respondents, occupying 77%) and group 3 employees who were 50 and more than 50 years old (11 respondents, occupying 19%). According to the length of their working experience respondents were divided into 4 groups where group 1 was made of employees with working experience up to 9 years (19 respondents, occupying 33%), group 2 was made of employees with working experience between 10 and 19 years (10 respondents, occupying 18%), group 3 was made of employees with working experience between 20 and 29 years (21 respondents, occupying 37%) and group 4 was made of employees with working experience of 30 and more years (7 respondents, occupying 12%). To sum up, the age of the respondents ranged from 19 (min) to 69 (max) with an average of 42,1 years, whereas the length of working experience measured from 1 month to 39 years, with an average of 15,9 years.

Of all the employees in Elektroprivreda 20 were male, occupying 34,5%; and 38 female, with a percentage of 65,5%, whereas 56 were professional workers, occupying 96,6%, and 2 were managers, with a percentage of 3,4%; 12 employees were those with tertiary education, with a percentage of 20,7%, and 46 are those with secondary education, occupying 79,3%. According to their age respondents were divided into 3 groups: group 1 was made of employees up to 29 years of age (8 respondents, occupying 13,8%), group 2 of employees between 30 and 49 years of age (38 respondents, occupying 65,5%) and group 3 was made of employees who were 50 and more than 50 years old (12 respondents, occupying 20,7%). According to the length of their working experience the respondents were divided into 4 groups where group 1 was made of employees with working experience up to 9 years (21 respondents, occupying 36,2%), group 2 was made of employees with working experience between 10 and 19 years (20 respondents, occuoying 34,5%), group 3 was made of employees with working experience between 20 and 29 years (13 respondents, occupying 22,4 %) and group 4 was made of employees with working experience of 30 and more years (4 respondents, occupying 6,9%). To sum up, the age of the respondents ranged from 24 (min) to 61 (max) with an average of 41 years, whereas the length of working experience measured from 9 months to 35 years, with an average of 13,5 years.

4.3 Results on employee engagement

4.3.1 Results on the overall level of work engagement among BH Telecom and Elektroprivreda

The following tables show average results, standard deviations and standard subscale errors, comparing the results for the two different companies in which the study was conducted. As we can see in the first table, on average Elektroprivreda employees have achieved slightly higher scores on vigor, and BH Telecom's employees have on average achieved a slightly higher score on dedication and absorption. Since the main score of all three dimensions in both companies are is than 5, whereas the total score of Elektroprivreda is 5.04 and total score of BH Telecom is 5.17, that means that employees of both companies score high on work engagement.

Table 7. Comparison of the level of work engagement among BH Telecom and Elektroprivreda

Engagment dimension	Company	N	Mean	Std. Deviation	Std. Error Mean
Vigor	BH Telecom	57	5.04	1.074	0.142
	Elektroprivreda	58	5.14	0.834	0.109
Dedication	BH Telecom	57	5.22	1.445	0.191
	Elektroprivreda	58	4.89	1.166	0.153
Absorption	BH Telecom	57	5.26	1.187	0.157
	Elektroprivreda	58	5.08	1.020	0.134
Total score	BHTelecom		5.17		
	Elektroprivreda		5.04		

To test whether the obtained differences were statistically significant, we used a t-test for large independent samples. From the table below (Table 8.) we can see that these differences are not statistically significant at risk level of 5%. We conclude that between employees of BH Telecom and Elektroprivreda there is no difference in engagement in any of the three dimensions, i.e. we cannot say that employees of Elektroprivreda are more engaged than employees of BH Telecom or vice versa.

Table 8. T-test results

Engagment dimension	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Upper	Lower
Vigor	-0.556	105.562	0.579	-0.100	0.180	-0.456	0.256
Dedication	1.338	107.406	0.184	0.328	0.245	-0.158	0.814
Absorption	0.856	109.903	0.394	0.177	0.207	-0.232	0.586

4.3.2 The differences in job engagement between male and female company employees

In order to investigate the three-dimensional results of work engagement by men and women, we calculated average values, standard deviations, and standard three-dimensional errors, especially for each sex. An investigation of the scores gained by male and female employees in their job engagement shows that male employees on average scored slightly better than female ones on the dimension of vigor and dedication while female employees on average scored slightly better than male ones on the dimension of absorption (Table 9.).

Table 9. Comparison of work engagement among males and females

Engagment dimension	Gender	N	Mean	Std. Deviation	Std. Error Mean
Vigor	Male	43	5.12	0.981	0.150
	Female	72	5.07	0.950	0.112
Dedication	Male	43	5.13	1.311	0.200
	Female	72	5.01	1.327	0.156
Absorption	Male	43	5.11	1.081	0.165
	Female	72	5.20	1.125	0.133

To test whether the obtained differences were statistically significant, we used a t-test for large independent samples. From the table below (Table 10.) we can see that these differences are not statistically significant at a risk level of 5%, concluding that there is no difference in the overall level of work engagement among males and females of the two companies.

Table 10. T-test results for work engagement among males and females

Engagment dimension	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Vigor	0.247	86,217	0.806	0.046	0.187	-0.325	0.417
Dedication	0.469	89.356	0.640	0.119	0.254	-0.385	0.623
Absorption	-0.450	91.302	0.654	-0.095	0.211	-0.515	0.325

4.3.3 The differences in job engagement between company employees regarding their position in company

An investigation of the scores gained by managers and professional workers shows that on average managers scored slightly better on the dimension of absorption and dedication while professional workers on average scored a bit better than managers on the dimension of vigor (Table 11).

Table 11. Comparison of the level of work engagement among managers and professional workers

Engagment dimension	Position	N	Mean	Std. Deviation	Std. Error Mean
Vigor	Manager	50	5.03	1.097	0.155
	Professional worker	65	5.14	0.840	0.104
Dedication	Manager	50	5.17	1.458	0.206
	Professional worker	65	4.97	1.201	0.149
Absorption	Manager	50	5.21	1.215	0.172
	Professional worker	65	5.14	1.020	0.127

As we can see in the following table (Table 12.), the differences between managers and professional workers have not been statistically significant and we conclude that there are no differences in the overall degree of work engagement between managers and employees.

Table 12. T-test results for work engagement among managers and professional workers

Engagment dimension	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference t	
						Lower	Upper
Vigor	-0.612	89,213	0.542	-0.114	0.187	-0.486	0.257
Absorption	0.782	93.937	0.436	0.199	0.254	-0.306	0.704
Dedication	0.320	95.113	0.750	0.068	0.213	-0.355	0.492

4.3.4 The differences in job engagement between company employees with different length of working experience

Examining the relationship between work experience and job engagement, we decided to divide the work experience into 4 categories (as described previously), and the statistical significance of the three dimensions of engagement between these four categories was checked by variance analysis. As we can see in Table 13., the differences between the

employees of different work experience have not been statistically significant and we conclude that there are no differences in the degree of engagement at work or in a single dimension between employees with different work experience.

Table 13. Comparison of the level of work engagement among employees with different length of working experience

Engagment dimension		Sum of Squares	Df	Mean Square	F	Sig.
Vigor	Between Groups	2.561	3	0.854	0.929	0.429
	Within Groups	101.952	111	0.918		
	Total	104.514	114			
Dedication	Between Groups	6.127	3	2.042	1.184	0.319
	Within Groups	191.436	111	1.725		
	Total	197.564	114			
Absorption	Between Groups	4.408	3	1.469	1.211	0.309
	Within Groups	134.675	111	1.213		
	Total	139.083	114			

4.3.5 The differences in job engagement between company employees with different age

Examining the relationship between age and work engagement, we decided to divide our employees into three age categories (as previously mentioned in chapter 4.2.), and the statistical significance of the three dimensions of engagement between these three categories was checked by variance analysis. As we can see in Table 14., the differences between the employees of different ages have not been statistically significant, and we conclude that there are no differences in the level of work engagement or in a single dimension between employees of different ages.

Table 14.Comparison of the level of work engagement among employees of different age

Engagment dimension	(I) Age group	(J) age group	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Vigor	up to 29	2	-0.246	0.253	0.626	-0.87	0.38
		3	-0.542	0.276	0.151	-1.23	0.14
	30-49	1	0.246	0.253	0.626	-0.38	0.87
		3	-0.296	0.202	0.345	-0.80	0.20
	50 and more	1	0.542	0.276	0.151	-0.14	1.23
		2	0.296	0.202	0.345	-0.20	0.80
Dedication	up to 29	2	0.067	0.345	0.982	-0.79	0.92
		3	-0.612	0.377	0.271	-1.55	0.32
	30-49	1	-0.067	0.345	0.982	-0.92	0.79
		3	-0.679	0.275	0.051	-1.36	0.00
	50 and more	1	0.612	0.377	0.271	-0.32	1.55
		2	0.679	0.275	0.051	0.00	1.36
Absorption	Up to 29	2	0.005	0.292	1.000	-0.72	0.73
		3	-0.453	0.319	0.368	-1.24	0.34
	30-49	1	-0.005	0.292	1.000	-0.73	0.72
		3	-0.458	0.233	0.149	-1.04	0.12
	50 and more	1	0.453	0.319	0.368	-0.34	1.24
		2	0.458	0.233	0.149	-0.12	1.04

4.3.6 The differences in job engagement between company employees with different levels of education

Respondents with secondary education show only a small difference on the dimension of vigor at work, while respondents with a university degree on average scored slightly better on dedication and absorption (Table 15.). However, in order to check whether these differences were at the same time statistically significant, we tested them with a t-test for large independent samples. The results are shown in the Table 16. By examining the results of t-tests we conclude that none of these differences are statistically significant, i.e. respondents of different educational status are called to be engaged equally.

Table 15. Comparison of the level of work engagement among employees with different education level

Engagment dimension	Education level	N	Mean	Std. Deviation	Std. Error Mean
Vigor	Highschool	49	5.10	1.196	0.171
	University	66	5.09	0.743	0.091
Dedication	Highschool	49	5.02	1.576	0.225
	University	66	5.08	1.097	0.135
Absorption	Highschool	49	5.04	1.04	0.201
	University	66	5.26	0.815	0.100

Table 16. T-test results for engagement among employees with different levels of education

Engagment dimension	t-test for Equality of Means						
	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
						Lower	Upper
Vigor	0.035	74.936	0.972	0.007	0.194	-0.379	0.393
Dedication	-0.207	80.999	0.837	-0.054	0.263	-0.577	0.468
Absorption	-0.963	71.711	0.339	-0.216	0.224	-0.663	0.231

4.3.7   Discussion regarding the conducted interviews with managers

Besides obtaining the results based on the questionnaires of employees of two companies, we wanted to see how much attention the human resource managers of these two companies pay when it comes to building an environment where employees would be engaged. Interview was comprised out of 11 questions which are presented in Table 18 (Appendix D).

On the basis of the answers given to these questions (the transcript of the interviews is presented in Appendix E) we concluded that managers in BH Telecom are slightly more aware of the importance of engagement where nedeed support is provided by different team buliding workshops, individual conversation, certain compensation and etc, while managers in Elektroprivreda, still do not have a clear vision on what work engagement really represents or if they do, nothing has been done at the level of human resource department, but rather the responsibility of motivating and engaging employees has been delegated to the managers at lower hierarchy. However, none of these two companies have a plan when it comes to how to engage their employees in a right way, nor have they

measured level of work engagement among their employees or planned a budget for some further activities in this area.

The overall conclusion is that managers do not understand what engagement really means, that engagement is not just about how some employees can contribute to the business outcome by working or delivering their tasks by the given deadlines, but it is a wider picture. Additionally, they are unaware of its importance in a way it has been handled so far, because they still rely on the fact that employees will engage themselves merely because of the thought that they work in a successful publicly owned company in such an economy when people are lucky to have a job will be a sufficient reason for their further engagement.

4.4   Discussion and recommendations

The results of the present study showed that employees of both companies, BH Telecom and Elektroprivreda tend to be engaged employees, where employees of Elektroprivreda on average scored slightly better on vigor, whereas employees of BH Telecom on average scored slightly better on dedication and absorption. Thus, those differences do not affect the overall level of work engagement, i.e. employees of both companies aspire to be engaged. However, such results should be interpreted carefully due to the fact that a high variability is present in the answers among employees: relatively high standard deviations of each dimension of UWES are indicators of such variability (Table 7.) and if we take a look at the frequencies of the answers (Tables in Appendix F) we can notice such variability where answers indeed vary from 0 to 6 on the scale meaning that not all employees are equally engaged. Since we also conducted interviews with the managers in both firms, we could see that managers are still inexperienced when it comes to the field of work engagement. One of the reasons for such variability in the answers of employees can be found in the fact that nothing has been done to boost engagement among employees, where employees are those who should engage themselves with no appropriate support from management making them more vigorous than dedicated or vice versa.

However, the main question here is what the reasons for such conceptualisation of work engagement are. While asking managers to elaborate on their answers regarding what engagement means for them we got the impression that managers tend to rely on the market position of the company which enables the company to provide benefits such as: much higher salaries than the average salary in FB&H, extra bonuses when going on vacation, extra bonuses for celebrated holidays, etc. to be the main drivers of work engagement. Eventhough there are some authors who find benefits to be one of the drivers of work engagement (Anitha, 2014; Lockwood, 2007, Saks, 2006), but not the sole driver of work engagement as it is understood to be in these two companies. Since we are talking about two publicly owned companies which due to their market position, monopilist or

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oligopolist, and their core business won't lack profits, making benefits to be something that won't lack as well, then it is understandable why managers tend to understand engagement the way they do.

Moreover, due to their positions on the market and their "secure" profit the managers do not find the need to encourage further engagement. If we add the fact that even if they fail to provide the profit which is expected there won't be much protest for because the system in FB&H is constructed in that way that managers of publicly owned companies don't take their roles as serious as they should nor does the system force them to answer for their mistakes, such as ruining the company and resulting in the lack of effort to encourage engagement of their employees. Therefore, reasons for the managers lacking the awareness of what engagement really means can be found not only in their market positions but as also in the fact that we are talking about publicly owned companies where managers do not understand their role in a proper way. Also, the system that enables them to be managers is not aware of the real role of the managers but rather it is understood as the other "chair" for the political party in which an elected manager is neglecting the fact that such perception will have great consequences at some point. However, we can just assume what the reasons of managers understanding engagement poorly or rather in the wrong way are, because it would be hard even imposible to investigate such perceptions.

The results also showed that there is no difference in the level of work engagement among employees with different length of working experience, different age, different position or in the different level of work engagement in the two companies, i.e. among both categories (male and female; managers and professional workers; those with only a high school diploma or a university diploma).

To sum up, even though an overall level of work engagement seems to be present in both companies, due to the variability in the given answers we must be careful while interpreting such results because not all employees are equally engaged and there is evidently space for further improvement. Especially if we take into account the results of the conducted interviews with managers, where we concluded that there is no awareness of what engagement really stands for and how important it is for a company. Thus, results regarding the level of work engagement in both companies should be understood with a "reserve". However, we cannot neglect the statistical results which showed that employees of these two companies tend to be engaged, whereas engagement can be the reason why these two companies, among all publicly owned companies, show positive numbers when it comes to their profits, which is a recommendation for further analysis on a correlation between these two factors especially since none of these two companies have done any kind of similar study even though their managers claim that they are aware of how important factor engagement is in achieving better business outcomes.

Since all variables in this study were measured by self-assessment questionnaires we must be aware of certain limitations such as that there is a probability of failing to fully respond to answers with honesty either due to mistrust in their own anonymity or due to the awareness of the importance of their position (this could also be one of the reason of high variability in the answers). Also, we must be aware of the fact that this study was conducted only in Sarajevo, in the headquartes, whereas these two companies have much higher numbers of employees across the country, which would be interesting to explore in a future analysis.

So, due to the mentioned limitations of the achieved results we will point out few facts that can influence the overall level of work engagement of these two companies in the long run. Hence, among three dimensions, according to the means of each dimension of both companies, as the indicators of the level of work engagement, employees of Elektroprivreda on average scored slightly worse on dedication whereas employees of BH Telecom on average scored slightly worse on vigor. Evidently BH Telecom's employees lack energy while doing their job which can be related to the answer that their managers gave when it comes to the ways they engage their employees, i.e. that employees are lucky to have such a job and that only such thoughts make them do their job and engage them with work. If employees are doing their job just to deliver their tasks by the given deadlines, which is according to the managers of BH Telecom a crucial indicator of work engagement, no wonder that on average these employees scored low on this dimension.

A solution for such low scores must be found first in raising the awareness of managers regarding the significance of work engagement, i.e. that we are not only talking about intellectual dedication to job but emotional as well which will result in enthusiastic employees bursting with energy who are also mentally resilient to any obstacles that can arise at work. On the other hand, Elektroprivreda's employees on average scored slightly worse on dedication, where the main reason for such low scores can be found in the fact that their managers treat employees as "machines which usage must be maximised" where the environment where such employees would feel meaningful, enthusiastic, inspired, proud and challenging, as to what dedication refers to, is not provided because managers do not have a clear vision of what engagement indeed is nor the fact that no activities were undertaken in order to engage employees. Bottom line is that if these two companies wish to have engaged employees in the long run, the fact that their employees should be happy just because they have a job will not maintain engagement nor increase it.

Thus, managers must start from the top of the company by firstly integrating work engagement into the company's human strategy, by building engaging leadership, communicating with their employees in order to build a trusting relationship with employees and enabling them to develop and grow together with the company. Those strategies are very important especially if we take a look at the length of employees'

working experience at the two companies, where a majority of the respondents have been working for a long period of time within the company and will probably retire from those companies then it is clear that if nothing is done on the field of engagement over time such employees will just do their job as routine while lacking three dimensions of UWES scale which would make them engaged employees. Managers cannot under no circumstances wait for the moment when employees start feeling unmotivated and less engaged and then take some action, but they must constantly monitor the level of work engagement in order to create a climate in which engagement will boost. It would also be interesting to investigate the level of work engagement across the years in these two companies, due to all mentioned limitations, and compare them to strategies that managers use or do not use in engaging their employees.

In the end, based on the results of the research conducted, it is possible to advise these two employers to persist in communicating with employees regarding their contributions to the company and the benefits they will have, giving them more information on why, how and how much they spend and invest in the program of engagement which aim is not only to increase business outcomes for the firm but also to provide satisfaction among employees. In this way, they can awaken employees about the benefits they provide (not only tangible but intangible as well) and encourage employees to engage more in their workplace in order for both sides to gain from the situation.

CONCLUSION

As a relatively new and poorly researched construct, working engagement is a positive aspect of occupation which is usually defined as a positive, fulfilling mental state associated with a work characterised by vigor, dedication, and absorption of work tasks, due to which it seemed appropriate to research this topic, especially if we bear in mind that studies regarding this topic were not conducted in B&H. Therefore, the main goal of this work was to explain why work engagement is important, how work engagement, i.e. engaged employees, can affect performance of the company, to explain what the drivers of work engagement are, furthermore, to present existing research which showed the level of work engagement across the world and research which showed that engaged employees do contribute to better performance of companies and eventually to investigate the levels of work engagement among employees in BH Telecom and Elektroprivreda. This was done to examine differences among the levels of work engagement of employees of these two companies, should it be present, and to examine possible differences in the components of work engagement with regard to the collected socio demographic variables such as age and sex, education level, position in the company and length of working experience.

Throughout this thesis it was shown that despite the thought by a majority of authors, who are considered to be masters of this field, work engagement is an important construct of

human resource management in this fast growing marketplace where every company tends to keep up with the changes, to attract new, loyal and engaged customers in order to have better financial performances, still there is a certain "reserve" when it comes to what engagement really means. Could there be a universal definition and how such inconsistency in definition of engagement affects the measurement of work engagement? This is because of the fact that engagement is a psychological state of mind of a human being which is thus hard to define, leaving space for different authors to give different definitions of what work engagement stands for. Because of such a fact all results gained should be interpreted with caution especially because differences in the gained results could appear if different measures are used. Such "non-universality" in the definition of work engagement can bring into questions the numbers regarding the level of work engagement, and the relevance of the concept of work engagement when trying to link it to the business outcomes of the companies. This is something that every scholar should be aware of when interpreting gained results and this is something that could diminish the relevance of this construct. While conducting the analysis in this thesis we were able to see that such doubts could be true. Even though after conducting the analysis it turned out that employees of both companies on average score high on work engagement and that there are no significant differences among the level of work engagement of employees of these two publicly owned companies. However, high variability in the answers was present leaving a lot of space to doubt the overall level of work engagement and to investigate the reasons for such variability that enables the author to be 100% sure that all employees are engaged, but rather must take these results with caution. Because of all other limitations presented in the previous chapter it would be hard to even compare these results with other companies, moreover it is not certain that a comparison among these two companies can be definite, because different factors within the companies could affect the answers employees had given.

Further analysis regarding the effect of socio demographic variables on the level of work engagement showed that there are certain differences among three dimensions of work engagement, however such differences do not affect the overall level of work engagement, so females are not more engaged that males, age as well doesn't make a differences in the level of work engagement nor does the length of working experience or education level or position in the company. After interviewing the HRM department managers, we found that neither of each companies had a clear vision on work engagement nor the strategy or budget on the basis of which they would foster or maintain work engagement that certainly exists among their employees. Therefore, we could conclude that if these two companies want to maintain the level of work engagement of their employees, who turned out to be engaged, certain strategy must be implemented on developing, fostering and maintaining work engagement because previous studies showed a positive correlation among engagement and positive business outcomes (Harter et al., 2012; Gallup, 2014, etc) which is the goal of these two publicly owned companies.

Botom line, despite the fact that our analysis showed that on average employees of both companies score high on work engagement using the UWES as instrument for measuring work engagement, our stand point of view is that this result must be interpreted with caution. Such stand point of view is due to all previously mentioned restrictions, especially the one which refers to the fact that we are dealing with the notion that represents the psychological state of mind of employees where each employee as a human being is different and unique which makes it hard to unify this popular instrument that is used worldwide by the human resource management when tools for improvement of business outcomes of companies are under discussion. Therefore, all the benefits that this popular notion of human resource management brings are not taken into question. However, we should be aware of its drawbacks that unfortunately could diminish its relevance when linking it to business outcomes and when presenting numbers on an overall engagement worldwide.

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APPENDICES

TABLE OF APPENDICES

Apendix A: List of abbreviations

B&H	Bosnia and Herzegovina
Elektroprivreda	Elektroprivreda B&H
UWES	Utrecht Work Engagement Scale
OBSE	Organisational based self-esteem
JD-R model	Job demand - resources model
Aon	Aon Hewit
OCB	Organisational citizenship behavior

Apendix B: Table presenting the percentage of work engagement worldwide

Table 17. Level of the work engagement in the regions and countries of the world

Region – country	Precentage of engagement
Sub-Saharan Africa	**10**
Nigeria	12
Botswana	10
South Africa	9
Middle East	**10**
Qatar	28
United Arab Emirates	26
Bahrain	19
Kuwait	19
Saudi Arabia	9
North Africa	**10**
Morocco	19
Libya	17
Lebanon	15
Egypt	13
Jordan	13
Algeria	12
PalestinianTerritories	11
Iran	7
Iraq	6
Israel	5
Tunisia	5
Syria	0
East Asia	**6**
South Korea	11
Taiwan	9
Japan	7
China (incl. Hong Kong)	6
South Asia	**10**
Pakistan	15
Sri Lanka	14
India	9
Southeast Asia	**12**
Philippines	29
Thailand	14
Malaysia	11
Singapore	9
Indonesia	8

(table continues)

4

Australia and New Zeland	**24**
Australia	24
New Zeland	23
USA and Canada	**29**
United States	30
Canada	16
Latin America	**21**
Panama	37
Costa Rica	33
Brazil	27
Guatemala	26
Colombia	26
El Salvador	24
Chile	24
Dominican Republic	23
Bolivia	23
Nicaragua	22
Uruguay	22
Honduras	19
Venezuela	18
Peru	17
Argentina	16
Ecuador	16
Paraguay	14
Mexico	12
Western Europe	**14**
Denmark	21
Malta	19
Portugal	19
Spain	18
United Kingdom	17
Iceland	16
Ireland	16
Norway	16
Sweden	16
Switzerland	16
Germany	15
Slovenia	15
Austria	14
Italy	14
Luxembourg	14
Belgium	12
Finland	11
France	9
Netherlands	9

(table continues)

5

(continued)

Commonwealth of independent countries and nearby countries	**18**
Kazakhstan	23
Moldova	22
Russia	19
Ukraine	10
Belarus	9
Azerbaijan	5
Central and Eastern Europe	**11**
Poland	17
Estonia	16
Latvia	13
Bulgaria	12
Macedonia	12
Albania	11
Montenegro	11
Slovakia	11
Hungary	11
Lithuania	10
Bosnia and Herzegovina	**9**
Czech Republic	8
Turkey	7
Croatia	3

Source*: Gallup Organisation, State of the global workplace, 2014, p.54-104.*

Apendix C: Questionnaire for employees - UWES
Possible answers

Never 0	Almost never 1 (A fey times a year or les)	Rarely 2 (Once a month or less)	Sometimes 3 (A few times a month)	Often 4 (Once a week)	Very often 5 (Few times a week)	Always 6 (Every day)

VIGOR

At my work, I feel bursting with energy
At my job, I feel strong and vigorous
When I get up in the morning, I feel like going to work
I can continue working for very long periods at a time
At my job, I am very resilient, mentally
At my work I always persevere, even when things do not go well

DEDICATION

I find the work that I do full of meaning and purpose
I am enthusiastic about my job
My job inspires me
I am proud of the work that I do
To me, my job is challenging

ABSORPTION

Time flies when I'm working
When I am working, I forget everything else around me
I feel happy when I am working intensely
I am immersed in my work
I get carried away when I'm working
It is difficult to detach myself from my job

Apendix D: Example of the interview conducted among human resource managers

Table 18. Questions for managers

What does engagement mean to your team?
How do you recognise if an employee is engaged? What are the key characteristics of an engaged employee in your opinion?
Do you measure employee engagement? Why yes/no? If yes, how?
When you hire new employees, how do you assess their potential level of engagement at work? How can your maintain the enthusiasm they have when they accept a position?
What have you done or are you planning to do to ensure everyone is engaged and not just those who are easily engaged?
What are you doing each day to model enthusiastic employee engagement for your team? What works best from your experience?
What case studies are there that demonstrate the cost benefit of spending resources on trying to lift employee engagement?
How much money has your company spent on external consultants talking with the staff, customers and suppliers?
Do you have scheduled team building workshops inside company? Why yes/no? If yes, can you explain how they are conducted and what their effect is?
How often do you talk to employees about their work and performance? Do you give individual or group feedback?
Do you know, and can you measure how your employee engagement directly correlates and impacts on your organisational success?

Apendix E: Transcript of the interview with managers

Transcript of the interview with the manager of BH Telecom

1. Engagement is reflected through the dedication to work and the need to make the result of this work useful. Since we are doing planning and reporting, engagement is reflected in the need for each employee to thoroughly compile a document that will be the basis for decision making.

2. Based on the results of the job itself, the quality, the issues it poses, the dilemmas it faces and seeks help. Key features are work independence and effort they make to always be one step ahead trying to improve their work.

3. The Company has passed the Rules of Evaluation, so that once every year, all employees are evaluated not only in terms of engagement but by multiple criteria. With each employee, the immediate manager has the obligation to conduct a conversation and the employee has the right to give his comment on the score.

4. We live in a country where most people are satisfied with their ongoing employment, so that enthusiasm is present and maintained as long as employees are aware of the environment they are living in.

5. Task assignments are given to each employee on an ongoing basis to ensure that every employee contributes to the development of the Company.

6. The work we do is tied to deadlines, so the delivery of reports within deadlines reaches the fulfillment of the goals. Setting precise deadlines is a good model.

7. No such study has been done so far.

8. I don't understand the question.

9. Sports games were organised where employees had the opportunity to meet with each other in other circumstances not related to the job and often "contradicted" goals. It must be used to create better interpersonal relationships.

10. Individual conversations are conducted if needed. For repetitive established business tasks, there is no need for conversation, when new activities emerge, we communicate about the proposals in order to find the best solution.

11. We are not able to provide you with the confident measure, but we are aware that it is important and that it significantly influences our business outcomes.

Transcript of the interview with the manager of Elektroprivreda

1. Employee engagement represents the maximum utilisation of an employee in the workplace in accordance with his competences and work experience.

2. Employee's performance is a key indicator of employee's engagement.

3. We don't measure work engagement at the moment.

4. Optimal business allocation, in accordance with the degree of complexity of the tasks and the deadlines for its realisation.

5. Currently, we are not able to reward employees for increased engagement at work, but we are trying to stimulate them and indirectly reward them with other intangible assets.

6. Depending on the management mode, the managers of organisational units are in charge to design and implement different models for improvement of employee's work engagement.
7. No.
8. Not familiar.
9. Some managers do organise some kind of team building sessions.
10. It depends on the individual approach of the manager.
11. Certainly one of the key factors in achieving organisational success of the company, but in our company such research was not conducted on the basis of which we could give exact indicators.