Abstract

A positive organizational behavior concept has emerged in the past decades, the concept of Engagement at work. Employees engaged in personnel work refreshed, energetic and productive they tend to efforts to achieve organizational goals and show their work. This paper aims to open and review the literature on the concept of engagement in mining concept in order to better and more accurate understanding of the concept and the vacuum has been done in this area. In this paper, engagement at the work of the terminology has been reviewed and noted the following aspects, approaches and the benefits of engagement at work. Finally, guidelines to gain more benefits from engagement at work are provided to managers. Findings from the literature review, the research showed little action, relative to the factors in engaging employees at work as well as practical solutions to realize it was not done by the researchers were serious weaknesses in the research literature.

1. Introduction

Today, with more complex and increasing global competition, the need for flexibility and variability is more pronounced in more organizations. Organizations have been smaller. Temporary employment contracts between employers and employees, higher and lifelong learning, gradually loses its meaning. Organizations today are looking for ways through which most employees have to make more effort or so are looking to engage more employees in work (Khanifar et al, 2010, p 178). In recent decades, the concept of engagement at work is of interest to many specialists in the field of industrial and organizational psychology and management. This variable returns the enterprise, such as; turnover, job satisfaction and productivity have led to a lot of research done on the antecedents and consequences (Mir Hashemi and Pasha Sharifi, 2010, p 58). Job Engaging as an attitude is an important variable that helps to increase the effectiveness of the organization. The higher the level, the Engaging in work of employees in an organization, its effectiveness will increase as well (Mir Hashemi et al, 2008, p 18) Engagement at work, conceptualized as a positive concept. Research suggests, these variables were associated with positive outcomes (Sonnentag, 2011, 33). According to Kanungo, job Engagement refers to "the degree of psychological identification with their jobs." In fact, people with high job Engagement, job satisfaction, apparently, they do show a positive attitude and a high commitment to the organization and their colleagues (Carson & et al, 1995). Employees engaged in personnel work refreshed, energetic and productive they tend to spend a lot of effort toward organizational goals and show their work. Given the importance of better understanding this concept, researchers have tried to explain this literature review, definitions, concepts, dimensions and implications of these variables and conceptual differences between Engagement at work with other similar variables (including professional affiliation) to determine which sometimes has been debated for researchers. Another objective of this study also identified gaps in the literature in this field to the vacuum starting point for future investigations.

2. Terminology
Engagement at work in the dictionary is translated into different meanings, such as commitment, employment, recruitment and Engaging in work. Rooted in the social science literature, this concept works in theory and in particular the role of Erwin Kaufman (1960) returns in this area. Kaufman believes that people adopt different roles in society, which defines the role of engaging in a "spontaneous attachment to the role and spent a great deal of attention and effort to do it" (Mello et al., 2008, 210). One of the major challenges in the current literature is the lack of a definition of academic engagement. Khan gave his definition of engagement provides a "psychological state in which people engage themselves submissive and under his active role in bringing the organization» (Khan, 1990, 604). Engaging in work, their individual physical, emotional, cognitive, and his active role in the organization, making hiring and asserts itself in line with the role (Kular & et al., 2008, 3). Employee engagement is related to cognitive aspects of belief about the organization, its leaders and its working conditions. The emotional aspect is related to the employee with a positive attitude working on three factors mentioned. Physical aspects of employee engagement are associated with physical energy that employs people to fulfill their roles. Thus, according to Khan, Engagement at work is sense of psychological and physical presence when performing an organizational role (Andrew & Sofian, 2012, 499).

3. Pass the background investigation

An overview of the research done about engagement at the work and objectives of the research findings, the importance of various aspects of this concept is more evident. Khan (1990) was the first in the field of active Engaging in work in a paid research role. His study was to investigate the conditions in which employees are engaged or not engaged. His sample has two 16-person architectural firms of consultants and designers. Collection and analysis of data was in-depth interviews and Grounded Theory. His most important findings of meaningful work, security and availability are the three required psychosocial engagement. May & et al (2004) in their study of 213 employees of an insurance company were examined. Collection and data analysis, and path analysis were made to the questionnaire. Their most important finding was that the three prerequisites, meaningful Engaging in work and psychological security with the highest correlation between job enrichment and to comply with the individual role played a mediating role. Khanifer et al in their study showed that there was a significant positive correlation between organizational justice and engagement at work (Khanifer and colleagues, 2010, pp. 177). On the other hand Mir Hashemi et al showed that there was a significant positive correlation between Emotional Intelligence and Job Engagement of nurses (Mir Hashemi et al, 1999, p 17). In the following we will refer to other international research in this area and in Table 1.

<table>
<thead>
<tr>
<th>Scholar</th>
<th>Year</th>
<th>Aim of the research</th>
<th>Results and findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Harter et al</td>
<td>2002</td>
<td>Investigating the relationship between employee engagement and satisfaction with the success of the company</td>
<td>Between Engagement at work and employee satisfaction, customer satisfaction, productivity, profitability, staff mobility and work related accidents there (Harter et al, 2002) and (Simpson, 2009, 1017).</td>
</tr>
<tr>
<td>Salanova</td>
<td>2005</td>
<td>The active Engagement at work of employees in customer loyalty</td>
<td>1) The conflict between organizational resources (education, independence and Technology) and the mediating role of service climate. 2) Joe served between employee engagement, customer loyalty and employee performance has a mediating role (Salanova, 2005) and (Simpson, 2009, 1016).</td>
</tr>
<tr>
<td>Koyuncu et al</td>
<td>2006</td>
<td>Identify potential predictors and outcomes of engagement</td>
<td>1) Control, reward, recognition, and conformity with the organization’s values , Engagement at work predicts. While personal</td>
</tr>
</tbody>
</table>
4. Dimensions of Engagement at Work

Schaufeli and colleagues (2002) have used the term in their model and its Engagement at work in the “positive state of mind for the completion of the work” is defined. From the perspective of the conflict in three dimensions as follows:

1. Vigor
2. Dedication
3. Absorbtion

High level of enthusiasm is energy and endurance during work and willingness to spend mental effort in work despite its hardness. Dedication to refer to a feeling of deep attachment, work is hard and challenging. Drowning also means intense focus and preoccupation with a sense of satisfaction and happiness on the job, so the time passed quickly and can be difficult to separate from his work (Schaufeli et al, 2002, 74) and (Kanten & Sadullah, 2012, 362). In this view, engaged employees have high energy level, they are eager to do their jobs. In addition, they are so overwhelmed that they do not feel the passage of time. Studies show that the energy and
enthusiasm they like sports and hobbies outside of work also remains creative and volunteering. Staffs involved are not Superman. They do after high levels of fatigue, but the fatigue from work, enjoy doing it and finishing times. They are not a workaholic due to an internal uncontrollable desire strongly do not work, but they work for a major entertainment and enjoy doing it (Bakker & Demerouti, 2008, 212). The most famous work is the definition of engagement, a definition that has been proposed by Schaufeli and colleagues as "a positive state of mind to meet and complete the work that is characterized by three components enthusiasm in the work in the labor dedicated and drowning in work." The accuracy in the definition of the concept of coherence and closeness in this approach can be seen and seems to criticism that the industrial approach mentioned on this approach cannot be true. Because according to the definitions made in this approach, engagement at work, not attitudes, not behavior. But in a positive mood and psychological state that may be achieved and the resulting positive attitudes toward work, organization or its leaders, and also may lead to the desired behavior on the part of the person engaged in the business.

5. Approaches of Engagement at work

Simpson (2008) conceptualization of engagement studies and instead offers four different research trajectories:

Viewpoint of Khan (1990), the engagement perspective, Viewpoint of Maslach and Litter (1997) engagement, views Schaufeli et al (2002) and Harter vision of a Schaufeli and colleagues (2002) Gallup researchers engagement. Others with a more comprehensive approach to conceptualizing are taken place within two different approaches. The approach to non-academic centers is directors and advisory firms in the engagement to work towards and an approach that researchers and academic centers are working towards engagement.

6. Industrial / Business Approach: General concept of engagement

In this view, there is node Engagement at work in employee productivity. This view of the engagement, the more popular enterprise and non-academic centers, and it is thought that the staff engaged in working energetic, active, positive vision towards client and organization and in line with the organization's goals, which led to the characterization of high productivity and good employer having employees become employees. Organizational consulting firms and those are usually the same approach to engagement at work, involving more staff to work towards improving the efficiency of the recommendation and guidelines for the claim to increase employee engagement at work. The major drawback of such a view of the engagement, lack of a comprehensive definition of work engagement is so special and unique; each defining their engagement and different tools are used to assess it. They usually work in the same way that they are doing research on different organizations, set of indicators of attitudinal, behavioral and workplace productivity and performance of the organization and manpower, they are closely chosen and they introduced it as a tool to measure job Engaging at work. A review of studies on industrial approach engagement with the work and recommendations of the various programs and employee Engaging at work in work, Vance (2006) argues that the definition of researchers and experts in the industry's approach to engagement often are summarized in the following 10 categories:

1. Sense of pride and honor to the employer's employees;
2. Consent of the employer;
3. Job satisfaction;
4. Opportunities for better jobs and challenging job;
5. Appreciation and positive feedback for cooperation;
6. Receive personalized support from a supervisor;
7. Efforts beyond the minimum;
8. Understanding the relationship between business and mission;
9. Hope for the future development along an employer;
10. Tend to stay with an employer.
Due to the material of the engagement in the industrial approaches, many forms of this approach is sorted. Perhaps the criticism of Little & Little (2006) with respect to the conceptualization of engagement as they do, more about this approach applies. They are:

1. Being unclear definitions, it is not known about the Engaging in work of an attitude or behavior;
2. Being unclear definitions, for this is not clear conceptual engagement is associated with individuals or groups;
3. Being unclear definitions of these concepts is known about the Engagement at work of working with others (such as organizational commitment, job satisfaction, loyalty, etc.) who have a relationship and how they differ.
4. There is a vague and invalid tools for measuring engagement in which this concept is challenged (Little & Little, 2006, 105).
5. And the fifth to be added to the lack of proportion between conceptual and operational definitions of Engagement in this approach (Ahmad Azarm, 2009, 46).

7. Academic or scientific approach: Specific context of Engagement

Academic approach is to Engagement of interest in scientific and academic research, especially in psychology and organizational behavior scholars and ideas that have arisen over Khan (1990) Engaging in work in the work. Conceptualized taken by Khan (1990) the most important concept of this approach. (Saks, 2006, 605).

Therefore, the Engagement in this approach,
1. Concept of the individual.
2. Other known concepts (such as occupational affiliation, organizational engagement and workaholism) are different, although closely related to them (will be explained later) (Ahmad Azarm, 2009, p 49).

8. Conflict between work and job involvement

Organizational behavior literature, the concept of job attitudes is important. Attitude is an idea about people, things, and events offered are unique and reflects the kind of feeling about it. Positive or negative attitudes toward job evaluation demonstrate that he has the aerodynamics environmental aspects (Robbins, 2007, p 282). Among the most important job attitudes are job involvement, according to Robbins refers to the degree or extent of the person's job or his representative actions brought honor and reputation and credibility knows. Employees or members that are high in terms of job involvement are proud of their work and are really paying attention to what they are doing (ibid.). At first sight it seems to work both a sense of belonging and Engagement at work in their career while these two are different. May (2004) argues that the job involvement, degree of near a person goes to a job, as he has identified himself with it. Too, Mental status and religious affiliation is the job of identifying the psychological that highlights the need for and potential emanating from a job and the job of the failed node concept image of a particular person. His opinion engagement at work with the job involvement is different from the job because of engagement in the first place, this refers to how a person is involved in the work, in addition to the engagement used and emotions and behaviors actively also recognition well. Finally, Engagement at work can be used as a prerequisite for the job involvement, as someone who has a high level of Engaging in work is likely that your job is the identification of the job (May et al, 2004, 12). Gholipour, the term "job involvement" applies for a job involvement and is believed to be associated with professional identity as a person with job identification and says it to represent. Although he believed the combination of factors influenced the career of an individual feature (Gholipour, 2012, pp. 379). But that does not seem to be engagement at work an individual feature. Although it can be influenced by personal characteristics, job characteristics and work environment that is more a result of which that individual is placed, in which case more manageable and better it can be upgraded. On the other hand, the job involvement is an attitude while the engagement is not in work attitudes and psychological status of a person. The people show their passion towards work. The literature on job attitudes is said that the gap between attitudes and behavior can be influenced by cognitive dissonance, as someone who has a positive attitude towards a business or organization would not necessarily say that it will also show the high performance of your business or organization (Robbins, 2007, p 285). But the definitions of engagement at work (academic
approach) as well as research in this area, it seems more focused on the engagement at work performed and the performance is more correlated.

9. Conflict between engagement at work and workaholism

It is noteworthy that the distinction is also involved in addiction. The term workaholism, the first time in 1968 by Wayne Oates, a priest and an American psychologist, in his book entitled "Confessions of a workaholic" (Zarei Matin and Jamshidi Kahsari, 2008, p 42). Oates, workaholism kind of get addicted to something knows. He knows workaholic person who needs to have extreme views, which creates a lot of problems and conflicts in health, joy, personal, interpersonal and community spirit. Spence and Robbins, academic and scientific, presented the first definition of the term workaholism. From the perspective of some of the attitudes and perceptions of those workaholism originated. They are considered personal workaholic who engage in high-emotion, high algebraic or extraordinary inner passion towards work and have fun a little bit of work (ibid., p. 46). The staff involved in the work, because of an internal desire and uncontrollable strongly does not work. But it works like a pastime and enjoy doing it (Baker, Demoroti, 2008, 210). Workaholic wildly and tried to do too much, they do not harm to your health to balance between work and their personal lives. Schaufeli, Taris, Van Rhenen (2008) showed that there are differences workaholic Engaging in work in the work. Workaholic had a negative relationship with health while at work Engaging in work was positively associated with health, although both were somehow positively correlated with performance. Workaholism relationship between job satisfaction and organizational commitment was negligible, while the conflict was a significant correlation between these two variables at work. People workaholic, degree of Engaging in work in work is too high willing to stretch to extremes so they do not have a lot of fun, the people involved have been involved with ingrained work, enjoy work and stretch the extremes of to do the work. Figure (1) shows the relationship between engagement and workaholism, organizational performance and health.

![Diagram](image)

Fig. (1) engagement at work relationship with the health and performance of enterprise Workaholism (self-made)

Conflict between engagement at Work and Burn out

The third variable was compared with that Engagement, Burn out is. Engaging researchers consider the opposite of Burn out. That Exhaustion, apathy and lack of efficacy as opposed to the three dimensions of energy, involvement and Efficiency that are engagement dimensions (Smith, 2012, 4). Figure (2) shows the relationship between two variables and their dimensions together.
Consequences and benefits of engagement at work

One of the consequences of engagement at work presented in the form 3S. 1 - Talking 2 - Staying 3 – Effort which are defined as follows:

1. Speak out: People engaged in the organization, partners and customers to speak positively.
2. Stay: Individuals engaged in the work, a strong sense of belonging and desire to be a part of the organization.
3. Trying out: People are motivated and engaged in their efforts towards their career and their organization employs (Sanborn & Oehler, 2013, 4). The general behavior of the people engaged in business finally improves organizational performance (Markos & Sridevi, 2010, 91). Graphs (3) the consequences of engagement at work show based on the pattern 3S.

Robertson and Marovik (2009) in their study showed that there is more likelihood that people engaged in the organization and perform 20% better than their colleagues and their role as supporters of the organization. Other studies have pointed to some of the benefits of engagement and have stated that Engaging in work plays an important role in organizational performance. When people feel engaged in their jobs, they tend to work harder and more efficiently. Strong evidence suggests that people who are engaged in their work are more likely to be responsive to the needs of our customers, thereby improving customer loyalty, sales and profit. Also, people
with high levels of engagement in their job show are less likely to leave the organization. They significantly reduce the cost and disruption of the turnover. So close your eyes on these lower costs (Roberts & Davenport, 2002, 22). Another study based on previous study results reinforce the findings suggest that engagement can be influenced by attitudes, level of staff turnover and absenteeism. This study has demonstrated the efficiency and performance of the individual, group and organizational. In organizations with high engagement levels, there are fewer tendencies to shift its efficiency and better performance (Robertson & Markwick, 2009, 2). Other research has shown that engagement with physical and mental health is related. They are not only safe but also are happier than others (Smith, 2012, 7). As previously noted, studies have linked many positive outcomes such as institutional, organizational performance, productivity and profitability by engagement. For example, leaders of Caterpillar Inc., maker of heavy machinery, reported engaging in projects that result was surprising results are presented in Table (2).

### Table 2: Results engaging employees in Caterpillar Inc. (Vance, 2006, 5)

<table>
<thead>
<tr>
<th>Results of Caterpillar Inc. plans to engage employees</th>
</tr>
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<tbody>
<tr>
<td>• Annual savings of 8.8 million, a decrease of absences and overtime location only European plant;</td>
</tr>
<tr>
<td>• Two million dollars in profits and a 34 percent increase in customer satisfaction in a unionized plant;</td>
</tr>
<tr>
<td>• 70% increase in yield of less than 4 months in Asia Pacific plant;</td>
</tr>
<tr>
<td>• Reduce the head to head at the top of the approximately 50 units / day, and 80 per cent disapproval, the factory setup.</td>
</tr>
</tbody>
</table>

Perhaps readers may note that research has shown that employees engaged will play a key role in supporting the successful implementation of organizational change and the practice of agility for organizations that have to adapt to the changed market facilitates (Robertson & Markwick, 2009, 20).

## 10. Engagement at work and ways to improve it

Much research is not available to work on improving engagement. These cases are often theoretical guidelines in this regard have been provided where less is seen as a practical guide to management. However, two of these studies are mentioned below. Robertson & Markwick have presented their research 7 key to engaging employees to work:

1. Their Engaging in work has a clear impact on the nature of the staff. It's something different and creative to be a challenge for the new and old skills are used is important.
2. It is important to understand the commitment and a sense of purpose is clear.
3. Equal opportunities and achieve career growth and training and development opportunities for all staff to engage in empowerment helps organizations is important.
4. Get timely recognition and rewards is an important key.
5. It is important to establish good relations between partners, particularly in the relationship between employer and administrator, this vital need to listen to other people.
6. If the employee's values and goals and how they understand their role in their development, they may be engaged in the organization.
7. Leaders and managers who can inspire confidence in people and their autonomy in decision-making with greater accountability and clear goals that are understood to be engagement (Robertson & Markwick, 2009, 28).

In another study, DDI has stated that a manager must make 5 things to consider those with high job Engagement at work. The fifth case is as follows.

- Alignment efforts with the organization's strategy;
- Empowerment;
Promote and encourage teamwork and collaboration;
Helping individuals towards personal development;
Their support and appreciation from people in the right place (Marquez and Sraydoy, 2010,91).

11. Discussion and conclusions

Engagement at work the attention of the research in recent years has attracted. Because research in this area tend to be linked to organizational performance variables, such as turnover, job satisfaction, productivity, happiness, health, profitability and organizational commitment. Engagement in the definition, there is no consensus view among scholars. However, recent research into the definition of Khan, have great appeal. Khan was the first scholar said that engagement is a psychological condition in which a person gives his submissive and subordinate role in the organization helps it. " During the execution of the engagement of a person to express himself physically, cognitively and emotionally. The present research dimensions, consequences and benefits of engagement at work and have studied the relationship of these variables with the dependent variables of organizational behavior. These results were amazing. So engaging, almost dominant variables would improve the positive organizational behavior. Literature survey also revealed differences in this variable as well, with the same variables, eg, job involvement, burn out and workaholism. Finally, some theoretical guidance was provided to managers to engage their employees at work. Finally, this study was that the researcher based on literature review, a gap that had become engagement in the research literature, the lack of field research on factors influencing factors and engagement at work. At the end of researchers interested in this field of research is recommended in the form of articles and dissertations, engaging in the study of factors affecting communities and to test different statistical to this part of the achievement gap literature is also full of practical consideration for managers and organizations.

References


Smith, C. L. (2012). The perception of organizational prestige and employee engagement. (Master of Science), Colorado State University.
