



Influence of Employee Engagement Activities on Business Productivity and Profitability: Literature Review Supported by Case Studies

Diana Mantescu¹, Dr Husam Alharahsheh^{2*}

¹Postgraduate Alumni – MA in International Business, Nelson College London

²Research Centre Manager, Nelson College London

*Corresponding Author

Dr Husam Alharahsheh
Research Centre Manager,
Nelson College London

Article History

Received: 13.12.2025

Accepted: 10.02.2026

Published: 26.06.2026

Abstract: Given the link between job satisfaction and employee morale, employee engagement may be essential to organisational success. Workers who are engaged are more likely to be efficient and productive. Employee engagement may be defined as the extent to which workers devote their mental, emotional, and behavioural resources to achieving successful organisational outcomes. The review paper involves employee engagement tactics that are vital to the business. Employee engagement helps companies monitor and manage the employees' perspectives on the essential elements of the workplace culture. Employee engagement may be considered as important to all businesses as having measures that help create a stronger workplace culture, reduce staff turnover, increase productivity, and improve working and customer relationships, all of which influence a company's bottom line. Increased employee involvement also makes employees their own greatest advocates. Employees who are engaged are invested in their roles and less inclined to quit their jobs. Sometimes, the greatest employees are not working because companies risk losing them. For them to continue working efficiently at the company, interaction is essential. Employee engagement may be considered as being extremely important to all businesses since having effective tactics in place helps to create a better work environment, reduce staff turnover and productivity levels, and improve working relationships with both clients and co-workers, all of which have an influence on the company's bottom line. Employee involvement raises productivity, strengthens relationships with co-workers and customers, and enhances the workplace culture. The review paper draws on secondary data sources, including M&S, as a case study to apply and discuss various concepts and theories in practice.

Keywords: Employee Engagement, Productivity, Workplace Culture, Case Studies.

Copyright © 2026 The Author(s): This is an open-access article distributed under the terms of the Creative Commons Attribution 4.0 International License (CC BY-NC 4.0) which permits unrestricted use, distribution, and reproduction in any medium for non-commercial use provided the original author and source are credited.

INTRODUCTION

The paper is based on a literature review, which in the research can be seen as the aspect of academic writing reflecting the understanding with the knowledge of academic literature on a certain topic specified in context (Hiebl, 2023). The literature

review includes the crucial evaluation of the material; that is the reason it is called as the literature review rather than of the literature report. It uses to set up the authors' in-depth understanding as well as knowledge of the field subjects. It gives the background of the research. This, too, aids in

Citation: Diana Mantescu & Husam Alharahsheh (2026). Influence of Employee Engagement Activities on Business Productivity and Profitability: Literature Review Supported by Case Studies; *Glob Acad J Econ Buss*, 8(3), 497-503.

illuminating the way the knowledge has altered in the fields. The literature review makes able the researcher to understand what has been already written on the aspect as well as to get to know the connection among the several contributions. This would enable the researcher to set the contribution of each source (book, articles, etc.) to the topic (Gupta *et al.*, 2020). The literature review involves summarising the findings of the researchers on the concept and scope of employee engagement. This also involves the researcher getting effective assistance for employee engagement practices in modern businesses. This research allows readers to gain effective information on activities that aid the business. This literature review also involves the scholarly review of employee engagement practices at Marks and Spencer as a case study, which will be supported by discussion questions towards the end of the paper. The literature review will also aid the researcher in informing the recommendations about employee engagement that aid business.

Concept and Scope of Employee Engagement

Based on Chanana and Sangeeta (2021), employees who interact with the work as well as feel a sense of commitment to the employer are increasingly productive. The motivation at work goes beyond the personal impacts, making them more dedicated and leading than their disengaged colleagues. They can be considered efficient and lead to the firm's success. Employee engagement can be seen as vital to all firms, as having effective strategies in place aids in making a better work culture, lowers personnel turnover and level of productivity, and builds better work as well as customer relationships, with an impact on the firm's profits. Employee engagement improves the work culture, lowers turnover, helps to level up productivity, and builds better work and customer connections. An employee plays a great role in the business.

Sun and Bunchapattanasakda (2019) state that employees are being taken as the asset of the business firms. Workers who interact with their jobs and employers are more productive as they are motivated by personal influences. Employees need to feel a sense of recognition and value to attain the ideal, and employee engagement strategies are vital to this. Workers actively seek meaning in their performances as well, and unless firms can explain the sense of meaning, it is difficult to retain them. Workers who interact with their jobs and employers are more productive as they are motivated by personal influences. They are more stressed and motivated than their disengaged counterpart (Rasool *et al.*, 2021). This means they work more efficiently and with a firm's success in mind. Employee engagement can be seen as directly influencing the business firm's main business outcomes. It aids in

building a dynamic, stressed, and skilled workforce that is ready to take responsibility and accountability head-on. Working with workers to make a motivating goal and seeking promising people for the business who are ready for newer opportunities and roles leads to effective employee engagement. There is doubt that engaged workers are more productive than their counterparts, but they are also happier and more satisfied with their jobs. They tend to be diligent, motivated, and passionate about the work. According to Chanana and Sangeeta (2021), the employee engagement concept also means the act of making and nourishing the working environment where workers of the business feel best able to perform their jobs to a high standard. The research expresses that investing in this type of environment leads to highly engaged workforces, upgrading the business's performance with profitability. Employee engagement practices aim to create a positive work environment with a culture that leverages employee satisfaction and productivity. Workers who are interacted with are more likely to be motivated, effective, and dedicated to the work, all of which could benefit the firm. The 4 Es of Employee Engagement involves the four main parts of engagement: enablement, energy, empowerment, and encouragement. Engaged workers are streamlined to organisational strategy as well as committed to giving on both their objectives and the strategic objectives of the business (De-la-Calle-Durán and Rodríguez-Sánchez, 2021). Many researchers have reflected on the connection between employee engagement and productivity. Businesses that are highly invested in their workers reap varied merits. Businesses have understood the significance of employee engagement at the workplace and have commenced stressing the inclusion of the engagement initiative to level up employee productivity. By using employee engagement software, firms could make a greater impact on the workforce and could level up the whole performance. Employee engagement is used to explain the level of enthusiasm and the dedication the workers feel towards the job. Employee engagement could be seen as crucial to the firm's success, the link to job satisfaction, as well as employee morale (Saks, 2019). Workers who feel linked to the business work harder, stay longer, and motivate others to do the same. Employee engagement impacts businesses on every vital aspect of the business, including profitability, revenues, customer experiences, employee turnover, and many more. Employee engagement can be seen as workers' enthusiasm and dedication toward the work and workplace. It is becoming a trend and a necessity in the business world. Employee engagement also refers to the fundamental concept that aids in getting to know and describes both aspects qualitatively and quantitatively; it could also be explained as the connection between firms and workers. Kwon and

Kim (2020) state that "Engaged employees" could be explained as the workplace's approach that leads to the right conditions for business members to give the best work each day at work. The effectively engaged workers are truly committed & contribute to the goal and value of the firm. Studies show that 90% of business executives believe that engaged workers perform better, as well as boost the success of the team, and aid the aids business firm in reaching new heights. An engaged employee comes with a positive attitude for the business firm and raises the firm's value (Men *et al.*, 2020).

Employee Engagement Practices in Contemporary Organisations

According to Verčič (2021), businesses have understood the significance of employee engagement at the workplace and have commenced stressing on including the engagement initiative to level up employee productivity. Good instances of employee engagement include the workers reflecting on work with a sense of goals, a deep commitment to the firm, dedication towards performing very well, collaborative attitudes, better communication with co-workers and leaders, and the ability to give and get positive feedback.

Various practices aid businesses in effectively taking care of employee engagement as they understand its impact on the business and its operations. Malik and Garg (2020) state that employee engagement best practice involves the policies that firms put in place to encourage enthusiasm for work among their personnel. For instance, leading from the front line or cultivating diversity. Employee engagement practises increase employee motivation and positive feelings in the work environment. For instance, animal therapy, the sunny day fund, and the departmental swap. Jaharuddin and Zainol (2019) state that the goal of the idea is to vary the work routines and make employees interested in and passionate about the work. More than ever, employee engagement refers to the strategic business goal as engaged workers lead to longer-term employee retention, high employee performance, and enhanced quality of work, with organisational success. Employee engagement practises aim to upgrade participation, solidify connections, and help workers feel increasingly comfortable exchanging information with the members. This could be wellness events, team-building games, collaborative brainstorming, or professional development courses. Engaged workers could provide the blueprint for plans that leverage engagement, as they could inspire enthusiasm in other workers and boost engagement.

According to Chanana and Sangeeta (2021), to make the engagement strategies work, there are

activities of behaviour and attitudes that engaged workers exhibit that indicate a higher level of engagement. Good instances of employee engagement include the workers reflecting on work with a sense of goals, a deep commitment to the firm, dedication towards performing very well, collaborative attitudes, better communication with co-workers and leaders, and quality to give positive feedback. Several practices make the business effective in engaging workers (Men *et al.*, 2020). This involves the customer experience. Contemporary organisations ask customers for feedback all the time. Workers at large use the feedback for training and upgrading their efforts. To complement efforts, businesses survey the employees every few times. The other strategy that businesses use to engage employees involves learning lunches. Learning lunches can be seen as the appropriate manner to bring the team together as well as help them learn. This is the strategy in Contemporary organisations that is used to encourage several departments to exchange what they focus on. Contemporary organisations recognise birthdays and tackle newer topics as a team. Bitly hosts Lunch and learn once per week as they use to make the community, strengthen learning, and help leverage transparency. According to Wood *et al.*, (2020), contemporary organisations ensure they are short and sweet instead of boring. No person wants to hold a long lunch meeting. These are used to make the employees learn effectively, making them engage with the business most effectively.

The other strategy modern businesses use to make effective employee engagement includes the first requirement to make the workers. If a firm used to act secretly and only divulge information on a "need-to-know" basis, it would likely cause a low engagement rate among the workers. Meng and Berger (2019) state that transparency begets trust when workers know how corporate decisions will impact the workplace or how they shall tackle the situation. Communication shall go two ways; the employees shall be motivated to share their concerns so they do not feel ignored or undervalued. The top business leader typically believes in an open-door policy and does not use "top-secret" information for personal gain. Two-way communication can be seen as exchanging information back and forth between two parties. In other words, it is the chat where both the sender and receiver invite and offer feedback. The two-way communication is not a monologue. Two-way communication can be seen as a vital factor that impacts trust and employee engagement in the business. It leverages the free flow of information in both directions and facilitates the constant growth of leaders and workers. This strategy aids businesses in effectively integrating employees. Employee engagement practices in contemporary organisations also involve workers who love playing games (Men *et*

al., 2020). Tournaments and competitions build camaraderie and do not have to be fancy. This encourages teamwork, leverages morale, and enhances specific professional skills. These competitions generally centre on the firm's ideas and values and inspire team members to work together to resolve issues. It is more vital than ever to aid the workers in setting a positive professional connection. Playing games together leads to leveraging team bonding, which also aids in resolving conflicts. This increases the mutual understanding of the employees at the workplace, which increases the business's productivity.

Employee Engagement Practices at Marks and Spencer

Jaharuddin and Zainol (2019) state that employee engagement depends upon trust, integrity, two-way commitment, and communication between the businesses and the team members. The approach raises the chance of a business's success, leading to firms with the person's performance, productivity, and well-being. It could be estimated. It depends upon from poorer to greater. It could be nourished, raised, lost, and thrown far away. Employee engagement can be seen as a workplace approach which leads to the appropriate conditions for every member of the business to give the best performance each day, to be committed to the firm's objectives with value, be motivated to lead to organisational successes, and have an increased sense of well-being. According to Taylor (2019), Marks & Spencer (M&S) employs 85,000 workers in 53 nations. M&S believes that well-being can be seen as a crucial part of engagements that lead to business success. Hence, the well-being programmes aim to engage committed and healthy workers with the community. To upgrade participation, M&S has commenced elements of the programmes advised by workers, such as the calendar of initiatives like annual weight loss challenges, the BIKE 24 charity challenges, and the triage's physiotherapy beatings NHS 3-month waiting list. The turnover rate has developed from the launches down to a low of 0.50%. Sickness absences fell by 7% within the month.

M&S has seen more than 13,000 workers use the wellbeing website 'planahealth.com. Many workers undertook the well-being pledge to take steps, such as drinking water, to improve their health; in addition, 4 metric tonnes of weight were lost during the weight-loss challenges, with personnel engagement as a key factor (Joshi *et al.*, 2022). Employee engagement best practice involves the policies that firms implement to encourage enthusiasm for work among their personnel. For instance, leading from the front line or cultivating diversity. Employee engagement practices increase employee motivation and positive feelings in the

work environment. M&S respects cultural as well as personal diversity and also promotes inclusivity, which involves looking for opportunities to assist disadvantaged workers in the workplace. M&S believes everyone counts and shall always be treated with decency and honesty. Marks & Spencer (M&S) practices also involve making open and honest feedback loops. This involves figuring out what change would help the workforce work the best and open communication with the teams. By conducting a survey on a periodic basis, businesses could glean valuable information on how the co-workers feel about the work and what aspects of the work to level up. This involves the employees feeling free to relate with others at the workplace on their own without fear of retribution, making the survey anonymous. According to Turner and Turner (2020), once the business managers have procured answers, they set up systems to respond to the feedback without revealing the source's identities. When workers feel that management is listening and caring for them, it increases engagement. Effective employee engagement practice at the business firm also involves maintaining the appropriate level of transparency. It can be seen that businesses make the mistake of not revealing the importance of the affairs of the business to the workers. The ill practices are appropriate for exerting the engagement effort on the back foot. It is faith among the business as well as the workers that keeps things running smoothly. Not revealing certain vital things to the workers is enough to make them feel demotivated (Joshi *et al.*, 2022). Also, it adversely impacts both the employer-employee relationships and the work environment in the business. Therefore, it is advisable to articulate all the situations within the firm to the workers. Doing so would gain the workers' trust and enhance employee morale and satisfaction.

Strategies for Employee Engagement

According to Akhmetshin *et al.*, (2019), higher employee engagement results in less absenteeism, lower turnover, and fewer thefts and defects. This outcome increases safety, profitability, and quality.

Firms with effective levels of employee engagement tend to outperform the competition in every area. Workers are to be taken as the assets of the businesses. Employees who are engaged with the job and the business are increasingly productive as they tend to be motivated by personal factors. Workers need to feel a sense of recognition and value to attain the ideal, and employee engagement plans are important. It is recommended that businesses should stress the company culture (Pham *et al.*, 2019). Company culture can be seen as the shared set of workplace beliefs, values, attitudes, standards, purpose and behaviour. It reflects both the written

and the unwritten rule that people in business firms follows. The firm's culture is the business's total, and the employees think, say, and work together. This makes the employees feel engaged and valued. This makes the employees feel they are considered an important part of the business. Company culture helps them effectively inculcate the business process and values. Their belief and attitudes make them engage with the business.

According to Chanana and Sangeeta (2021), employee engagement is also measured as the strength of the mental and emotional relations employees feel towards the work, the team, and the firm. And the culture of engagement is stressed by making the connection. The stronger corporate culture of the business is used to give workers a cause to rally behind and goals to do so effectively. That intrinsic motivation is what inspires workers to interact deeply with the work as well as make the connection with colleagues, the firm and the role. A work culture that is welcoming, enthusiastic, and positive would be more likely to hold the workers who interact with the work than workers who become negative and stressed out (Joshi *et al.*, 2022). Workers who fit the firm's culture are increasingly likely to interact. The firm has a shared culture that promotes consistency in business and allows the firm to benefit from open and friendly workplaces. It is also recommended that businesses give working flexibility to workers. Workplace flexibility leads to accepting changing circumstances and expectations on the job. It requires the employer and employee to be open-minded and willing to alter how the work gets done. According to Davidescu *et al.*, (2020), 'flexible working' can be seen as the phrase that explains the working patterns adapted to align with the needs. A common type of flexible working involves part-time work, which means working fewer than the normal hours. This could mean working a few days per week. Flexi-time refers to selecting when to work. Flexible work to drive employee engagement. Engaged employees can be seen as more enthusiastic and energetic and maintain better physical health. And, as a decade of Gallup research reflects, when workers interact, the performance soars. Employees agree/strongly agree that flexible working can aid them in attaining 83% higher motivation (Chung and Van der Horst, 2020). Flexibility aids businesses in allowing more people to access the labour market by staying at work, managing caring responsibilities and work-life balance, and boosting employee engagement and well-being. Flexibility makes it possible to enhance productivity, job satisfaction, and efficiency in the workplace, leverage performance, boost the quality of life, lower absenteeism, and decrease overtime costs of the business. The employee's professional development must also be taken care of effectively to

make the employees engage effectively (Dachner *et al.*, 2022).

Supervisors at the workplace who prioritise the employees' professional development make a better work environment. Workers have room to develop and learn new skills and execute the new skills on the job. It is recommended to work with employees to identify growth opportunities that support them in leveraging their skills and advancing their careers. Employee development refers to leveraging the employees' prevailing competency and skill and making the newer ones aid the firm's goals. According to Bulturbayevich (2022), the professional development plan should involve goal, skill and competency development, with the objective that the staff member would need to attain to aid continuous improvements and career development. This also led to leveraging them to participate in professional development opportunities such as shadowing programs, rotational assignments and training courses. Employees' professional development plays a vital role for businesses, as it helps improve productivity (Ozkeser, 2019).

Case Study: M&S or Apply to other case studies

This discussion will delve into employee engagement's theoretical and practical aspects, drawing insights from the paper that synthesises scholarly perspectives. Employee engagement is critical for firms to foster a productive work culture, reduce turnover, and enhance employee and customer relationships. The review paper also highlights best practices in employee engagement and the significant role of well-being programs, using Marks & Spencer (M&S) as a case study. M&S's strategies to boost employee engagement and well-being provide a valuable framework for understanding how theoretical concepts are applied in real-world scenarios.

Discussion Questions

1. **Theoretical Foundations of Employee Engagement**
 - How do the various theoretical concepts discussed in the paper contribute to our understanding of employee engagement?
 - What are the key arguments made by scholars about the importance of employee engagement in modern workplaces?
2. **Paradox of Employee Engagement**
 - The paper introduces a paradox related to employee engagement. What is this paradox, and how can it be addressed practically?
 - How can firms balance the need for high levels of employee engagement with the challenges of defining and measuring it?

3. **Best Practices in Employee Engagement**
 - Discuss some of the best practices for employee engagement mentioned in the paper. How effective are these practices in different organisational contexts?
 - Can you think of additional innovative practices that could enhance employee engagement beyond those discussed in the paper?
4. **Role of Well-Being in Employee Engagement**
 - M&S emphasises the importance of well-being programs in their employee engagement strategy. How do these programs contribute to overall employee satisfaction and productivity?
 - What other well-being initiatives could companies implement to further boost employee engagement and workplace morale?
5. **Impact of Company Culture on Employee Engagement**
 - According to the paper, how does company culture influence employee engagement?
 - Reflecting on M&S's approach, what elements of their company culture contribute most significantly to their employee engagement success?
6. **Application of Theoretical Concepts at M&S**
 - How has M&S applied the theoretical concepts of employee engagement in their practical strategies?
 - What lessons can other companies learn from M&S's employee engagement and well-being approach?
7. **Employee Engagement and Organisational Success**
 - How does employee engagement directly impact a firm's profitability and overall success?
 - Discuss any potential drawbacks or challenges firms face when implementing comprehensive employee engagement programs.

By examining these questions, participants can gain a deeper understanding of the importance of employee engagement and of the strategies that firms such as M&S employ to foster a motivated and committed workforce.

CONCLUSION

The paper effectively discusses the summary of various scholars and philosophers. This review paper has explained several aspects of the topic and the key elements of the research the researchers have

done. The review paper aids the readers in understanding the theoretical concepts. The review paper summarises as well as synthesises the arguments and ideas of other people in the absence of a newer contribution. The review paper supported an understanding of prevailing research and debate relevant to certain topics or areas of study. The review paper involves a paradox. It has explained that Employee engagement can be seen as vital to all firms, as having effective strategies in place aids in creating a better work culture, lowers personnel turnover and level of productivity, and builds better work as well as customer relationships, with an impact on the firm's profits. Employees need to feel a sense of recognition and value to attain the ideal, and employee engagement techniques are significant to this. Employees used to look for active definitions of performance, and unless firms could describe the sense of the concept, it was difficult to retain. Employee engagement best practice involves the policies that firms implement to encourage enthusiasm for work among their personnel. For instance, leading from the front line or cultivating diversity. Employee engagement practices increase employee motivation and positive feelings in the work environment. For instance, animal therapy, the sunny day fund, and the departmental swap. M&S believe that well-being can be seen as a crucial part of the engagement, which leads to the firm's success, so the well-being programme's goal is to make the committed and effective workforce that is engaged with the community. To upgrade participation, M&S has commenced elements of programmes advised by workers, such as the calendars of initiatives like annual weight loss challenges, the BIKE 24 charity challenges, and the triage's physiotherapies. It is recommended that businesses stress the company culture. Company culture can be seen as the shared combination of workplace beliefs, values, attitudes, standards, and purpose with behaviour. It reflects both the written and the unwritten rules that workers in business firms follow.

REFERENCES

- Akhmetshin, E.M., Ilyina, I.A., Kulibanova, V.V. and Teor, T.R. (2019) April "Employee Engagement" Management Facilitates the Recovery from Crisis Situations. In *2019 Communication strategies in digital society workshop (ComSDS)* (pp. 50-55). IEEE.
- Bulturbayevich, M.B. (2022) IN PRIVATE ENTREPRENEURSHIP EMPLOYEE INCENTIVES ISSUES. *ASIA PACIFIC JOURNAL OF MARKETING & MANAGEMENT REVIEW ISSN: 2319-2836 Impact Factor: 7.603, 11(04)*, pp.21-27.
- Chanana, N. and Sangeeta (2021) Employee engagement practices during COVID-19 lockdown. *Journal of public affairs, 21(4)*, p.e2508.

- Chung, H. and Van der Horst, M. (2020) Flexible working and unpaid overtime in the UK: The role of gender, parental and occupational status. *Social Indicators Research*, 151(2), pp.495-520.
- Dachner, A.M., Ellingson, J.E., Noe, R.A. and Saxton, B.M. (2021) The future of employee development. *Human Resource Management Review*, 31(2), p.100732.
- Davidescu, A.A., Apostu, S.A., Paul, A. and Casuneanu, I. (2020) Work flexibility, job satisfaction, and job performance among employees—Implications for sustainable human resource management. *Sustainability*, 12(15), p.6086.
- De-la-Calle-Durán, M.C. and Rodríguez-Sánchez, J.L. (2021) Employee engagement and wellbeing in times of COVID-19: A proposal of the 5Cs model. *International Journal of Environmental Research and Public Health*, 18(10), p.5470.
- Gupta, P., Chauhan, S., Paul, J. and Jaiswal, M.P. (2020) Social entrepreneurship research: A review and future research agenda. *Journal of business research*, 113, pp.209-229.
- Hiebl, M.R. (2023) Sample selection in systematic literature reviews of management research. *Organizational research methods*, 26(2), pp.229-261.
- Jaharuddin, N.S. and Zainol, L.N. (2019) The impact of work-life balance on job engagement and turnover intention. *The South East Asian Journal of Management*, 13(1), p.7.
- Joshi, N., Gabhane, D. and Somashekhar, C. (2022) How Social Media Marketing is Helping in Customer Retention and Customer Engagement: A Case of Marks and Spencer. *ECS Transactions*, 107(1), p.17027.
- Kwon, K. and Kim, T. (2020) An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. *Human Resource Management Review*, 30(2), p.100704.
- Malik, P. and Garg, P. (2020) Learning organization and work engagement: The mediating role of employee resilience. *The International Journal of Human Resource Management*, 31(8), pp.1071-1094.
- Men, L.R., O'Neil, J. and Ewing, M. (2020) Examining the effects of internal social media usage on employee engagement. *Public Relations Review*, 46(2), p.101880.
- Meng, J. and Berger, B.K. (2019) The impact of organizational culture and leadership performance on PR professionals' job satisfaction: Testing the joint mediating effects of engagement and trust. *Public Relations Review*, 45(1), pp.64-75.
- Ozkeser, B. (2019). Impact of training on employee motivation in human resources management. *Procedia Computer Science*, 158, pp.802-810.
- Pham, N.T., Tučková, Z. and Phan, Q.P.T. (2019) Greening human resource management and employee commitment toward the environment: an interaction model. *Journal of Business Economics and Management*, 20(3), pp.446-465.
- Rasool, S.F., Wang, M., Tang, M., Saeed, A. and Iqbal, J. (2021) How toxic workplace environment effects the employee engagement: The mediating role of organizational support and employee wellbeing. *International journal of environmental research and public health*, 18(5), p.2294.
- Sun, L. and Bunchapattanasakda, C. (2019). Employee engagement: A literature review. *International Journal of Human Resource Studies*, 9(1), pp.63-80.
- Taylor, A. (2019) An exploratory study of the relationship between job insecurity and employee engagement focusing on temporary employees in the retailing industry in the United Kingdom| Case study: Marks and Spencer Group plc.
- Turner, P. and Turner, P. (2020) *What Is Employee Engagement?* (pp. 27-56). Springer International Publishing.
- Verčič, A.T. (2021) The impact of employee engagement, organisational support and employer branding on internal communication satisfaction. *Public Relations Review*, 47(1), p.102009.
- Wood, J., Oh, J., Park, J. and Kim, W. (2020) The relationship between work engagement and work-life balance in organizations: A review of the empirical research. *Human Resource Development Review*, 19(3), pp.240-262.