Driving Employee Engagement Through Trust: A Conceptual Framework

Dr Garima Sainger

Assistant professor, Institute of Business management, GLA University, Mathura, India

Abstract:
Employee engagement is the extent to which employees feel committed to the job, colleagues, organisation and its purposes. It is a measurable degree which has a direct impact on the employee's productivity by influencing their willingness to learn & perform at work. For the purpose, organisation puts a lot of efforts to engage its employee by making changes in organisational policies and practices, but failed to achieve it because of employee's lack of trust on the organisation and its people. The proposed study is targeted to assess a link between employee engagement and trust, how an organisation can engage its employees through promoting a culture of trust. The paper discusses evolution and conceptual overview of employee engagement, its worldwide scenarios and what advantage an organisation has in different functional areas if it has engaged employee. The study also discusses why worldwide scenario of employee engagement is so much scary. The findings of research and survey conducted earlier are also used to justify what the different factors responsible for employee engagement are, where organisations are lacking at the part of their efforts to engage employees. Further study also focuses on how employee engagement can be achieved through trust and how trust can be developed in an organisation. The examples of selected companies which are successful to engage their employees also used to show how developing a trust-based organisational culture help to engage employees effectively

Keywords:. *Employee engagement, embracement, trust, discretionary efforts, oxytocin*

I. INTRODUCTION

In this era of cut-throat competition, business is undoubtedly demanding more productivity and efficiency than ever. To gain competitive advantage is one of the major challenges that organisations are facing in this dynamic business environment (Ferres et al., 2003). Business people are leaving no stone unturned to increase their organisations performance for putting their company ahead of competitors. Although there are several factors that determine an organisation's performance, perhaps the most important is its employees. There is nothing wrong to say that it is employees who create value for business today. Therefore, employees who devote their full potential and remain committed to organisations values and goals are the real need of the hour (Cauldron, 1996; Meyer and Allen, 1997). Engagement of employees at work reflects the positive impact on the organisation's performance, which results in higher productivity. Companies think that now it is essential to develop an environment where employees are engaged at work and committed for the organisational purposes. Many positive job outcomes are associated with employee engagement like active coping style (e.g. Storm and Rothmann, 2003), job satisfaction and performance (Koyuncu et al., 2006; Schaufeli and Salanova, 2007; Gruman and Saks, 2011) and creativity (Bakker and Xanthopoulou, 2013). Engaged employees enjoy their work, are more efficient, productive and remain involved at in their work (Tims et al., 2011). Given the importance of employee engagement to organisations, it has become important to know how it can be achieved or what are different measures of it. But before going to discuss the ways to achieve it one should

understand first what employee engagement is.

II. EMPLOYEE ENGAGEMENT: EVOLUTION AND CONCEPT

2.1 Evolution

To obtain competitive advantage organisations may use employee engagement as a way because employees cannot be duplicated or imitated by the competitors if they managed and engaged properly. This point has been emphasized by the term "Embracement" used in the book "The Presentation of Self in Everyday Life" by Erving Goffman (1956). Involvement of one's energies and self into their roles is termed as embracement. According to him, individual's voluntary involvement in a role is important for engagement and it can be noticed through efforts taken by an individual on assigned roles and responsibilities. Bonding between an individual and their role is representative of embracement.

The concept became popular when Academy of Management Journal published William Khan's (1990) work "Psychological conditions of personal engagement and disengagement at work". Kahn (1990) developed a framework by taking the Goffman's concept of role embracement as a base to realize when and why one involves themselves in different ways and degrees in work performance. He also discussed that three dimensions, i.e. cognitive, physical and emotional involvement of self at work reflects engagement. Engagement is involvement in job with commitment and being satisfied with the work. It covers both satisfaction and commitment. Gallup organisation presented another popular description about employee engagement "the right people in the right roles with the right managers drive employee engagement" (Buckingham and Coffman, 1999). There are three types of people. First engaged employees, are builders and give excellence within their roles consistently. Second type of employees are not engaged; concentrate on the tasks they are told to do rather than the goals of the organisation. Dangerous third type of people is actively disengaged. Who neither perform well, nor like others to perform. Employee engagement also termed as employee connection, satisfaction and passion for work (Harter, Schmidt, & Hayes, 2002).

During the period 1999-2005 employee engagement was a much talked concept among consultants, managers, and policy makers in industry. Harter et al., 2002, first introduced it at the business unit level (Chang, 2011; Brad Shuck & Wollard, 2010). Individual's enthusiasm for work along with involvement and satisfaction defined as engagement by them. Harter et al.'s model has extended by Luthans and Peterson in 2002. They examined the relationship of employee engagement with the perception of managerial self-efficacy and effective management practices. Manager's self-efficacy scores and employee engagement were positively related. The study further concluded that "company's most profitable work units have people with a strong sense of psychological ownership, doing what they do best, with people they like" (Luthans and Peterson, 2002).

Academicians started paying attention in the concept from 2006 (Welch, 2011) when the concept extended to organisation engagement, work engagement and job engagement. Many studies suggest that the employee's turnover intentions reduce significantly in the presence of higher levels of employee engagement (Maslach et al., 2001; Saks, 2006). In 2006, first academic research by Saks conceptualize and also test antecedents and consequences of it. It has been defined as "a distinct and unique construct consisting of cognitive, emotional, and behavioural components associated with individual role performance" (Saks; 2006).

Generally, degree of discretionary efforts taken by employees at work (Frank et al, 2004) or intellectual and emotional involvement of employee in the workplace (Baumruk, 2004; Shaw, 2005; Richman, 2006) is known as employee engagement. 'Passion for work' a psychological state is also used to embrace the dimensions of engagement discussed by Kahn (1990) (Truss et al., 2006). John Gibbon's (2006) president employee engagement in the

conference board of Canada highlighted engagement as an employee's emotional connection at work, influences one to put discretionary effort at work. A spiritual element to Gallup's developed emotional and cognitive view of engagement added by Gallup researchers. They discussed employee engagement as: "the ability to involve the heads, hearts, and souls of employees to instil an intrinsic desire and passion for excellence" (Fleming and Asplund, 2007).

The Engaged employee contributes for work and organisation better than others do. It was also defined as an association between employer and employee. For the employee it was all about change, continuous improvement and flexibility while for the employer, creating a great place to work at the centre of everything (Gatenby et al., 2009). Work engagement has been defined as "the psychological state that accompanies the behavioural investment of personal energy" (Schaufeli and Bakker, 2010). The above descriptions conceptualize that employees who are passionate about organisational goals, committed to live by its values and intellectually and emotionally attached to the organisation are engaged.

The British Prime Minister established an Employee Engagement, Task Force (2011) under the supervision of David MacLeod. The Task Force organized a range of practical opportunities like seminars, interventions, and publications for organisations wanting to learn about engagement. An organisation created state, in which employees freely contribute their full potential and abilities are known as employee engagement. A model of engagement was developed by Soane et al. on the basis of Kahn's (1990) Psychological conditions of engagement and disengagement. The Model discussed, focus on work-role, activation and positive affect as three requirements of engagement (Soane et al., 2012). Employee engagement has further divided into four dimensions: organisational identity, work attitude, mental state, responsibility effectiveness (Xu et al., 2013). Employees initiative, loyalty, effectiveness, identity and commitment also define the concept of employee engagement (Xiao

and Duan, 2014). It is a temporary motivational state, where an individual employee is greatly targeted on organisational goals and work and is focused to transform work into meaningful results. It is about focus and drive, yet it is temporary, as even the best employees are not "on" all of the time (Byrne, 2014). Knowledge worker's employee engagement consists of organisational identity, vigor, absorption, dedication and pleasant harmony as dimensions of it (Liu, 2016). Employee involvement and enthusiasm towards work that further interest their organisation is termed as employee engagement (Paul E. ,2017).

Aon's Global Culture & Engagement Practice Leader, Ken Oehler, discussed that employee engagement many times confused with satisfaction or happiness, but it's actually about an employee's psychological involvement along with motivation to bring exceptional results in an organisation. Companies financial performance will improve with above average employee engagement levels, which results in lower turnover rates, better employee productivity, and higher customer satisfaction scores" (Aon Hewitt, 2018). It is the level of emotional attachment employees feel for their organisation. Employees commitment and enthusiasm for job grow when they feel valued. This, results higher employee retention, performance and productivity (Moran C. ,2019).

The literature discussed above focuses on the evolution of the concept, but one of the remarkable issue associated with employee engagement is, absence of any universally accepted definition of it. The next section of this research discussed about definition of it.

2.2 Concept of Employee Engagement

As discussed there is no recognised definition of employee engagement available till today. So definitions discussed in the paper are some widely accepted definitions of employee engagement seems useful for the purpose.

Employee engagement is a state where the employee channelizes themselves into their work-

roles. When employees are engaged, they devote themselves at work, not only physically, but also cognitively and emotionally at ease (William Kahn, 1990).

Employee engagement can be discussed as a work-related, positive state of mind that is featured by zeal, absorption and vigor (Schaufeli et al., 2002).

Perrin's Global Workforce Study (2003) discussed engagement as employees' readiness and capacity to support their organisations prosperity on a sustainable basis by providing discretionary efforts at work."

Robinson et al. (2004) define it as employees' positive attitude towards the company and its value. For the betterment of the organisation an engaged employee works with his team and remain aware about business context. To nurture and develop engagement the organisation should focus on the association between employer and employee.

By the definitions discussed, it can be said that employee engagement is all about the emotional relation at work where his mind and heart are both involved and the employee is ready to go above and beyond the responsibility defined in the job description. Employees are ready to put some extra mile to work, think out of the box and present some creative ideas at work. Gallup categorized employee on the basis of three different levels of employee engagement:

2.2.1 Engaged

An organisation's psychological committed, loyal and most productive employees are known as engaged employees. They put their effort to move the organisation forward because they are satisfied with the fulfilment of their workplace needs related to performance.

2.2.2 Not Engaged

These employees may be productive, but their psychological dissatisfaction towards the organisation keep raising a question mark on their performance. The chances of leaving the organisation with the not engaged employee are

more because of non-fulfilment of some of their performance-related workplace needs

2.2.3 Disengaged

These are employees who are psychologically absent, but physically present at work. While working they always have an eye on the clock. Most of their workplace needs related to performance remain unmet. Neither they remain happy nor like others to be. They insist on sharing their unhappiness with their colleagues.

The conceptual overview discussed above make clear about what employee engagement is and how it came into practices. The next section of the paper discussed about why the concept gaining importance day by day and what benefits organisation experience with engaged employees.
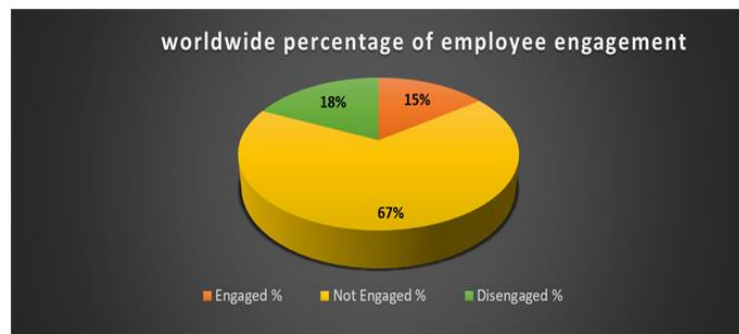
III. BENEFITS OF EMPLOYEE ENGAGEMENT

Employee engagement is beneficial for performance and the existence of a business. The organisations failed to get competitive advantage if, not able to engage employees (Artur, 1994; Huslid and Becker, 2000; Buckingham and Vosburgh, 2001). Positive organisational outcomes are result of engaged employee. A meta-analysis highlights that increased productivity significantly influenced by employee engagement (Harter et al., 2002). Engaged employees remain active and motivated in the work. Motivation results eagerness, zeal and productivity. Employees with a higher line of engagement are expected to earn 18 percent more profits. In a real sense, it is an element influences directly profit of the organisation (Gummesson, 1998; Sels et al., 2006). Disengaged employees commit 10 times more errors (Goring, 2008) and 18% drop in productivity (Harter et al., 2009) in comparison to engage employees. Organisations achieve employee satisfaction, retention, efficiency and higher productivity along with better customer satisfaction with engaged employees. (Lockwood, 2007; Markos and Sridevi, 2010; Malik, 2013). It is associated with superior performance as discussed in earlier research (Demerouti and Cropanzano, 2010).

The overall performance of an organisation significantly improves with Employee engagement. It is about developing positive attitudes among the employees towards their job and enhancing opportunities to connect with colleagues, manager and organisation (Saradha and Patrick, 2011). Organisational performance definitely improved if employee engagement is high (Robertson, 2012) A Global survey by the Harvard business review (2013) based on 568 senior level executives reported that one of the most important factors for the organisation's success is a high level of employee engagement as per 71% of all executives surveyed. Engaged employees, generate a favourable business environment and build up the organisation's competitive advantage (Kang, 2014). Gallup incorporation conducted a Q12 meta-analysis of Employee engagement and reported that engage employee shows a better connection with one's colleagues and work, feel valued, enjoy sufficient opportunities to learn, and enhances organisation's productivity and profitability by producing better-quality products (Gallup, 2016). With these benefits of employee engagement what do you think what would be the percentage of engaged employees worldwide.

IV. EMPLOYEE ENGAGEMENT SCENARIO WORLDWIDE

As per the Gallup state of global workplace report 2017, worldwide only 15% employees are engaged while 67% are not engaged, and 18% are actively disengaged (Graph: I). The levels of employee engagement vary considerably by country and region (Graph: II) and in no country employee engagement percentage of working residents exceed four out of ten. The report also concluded that engaged employees do more work and business units with highly engaged employees realize 17% higher productivity and 41% lower absenteeism quartile.

Graph (I) worldwide % of Employee engagement
Source: Gallup state of Global workforce 2017
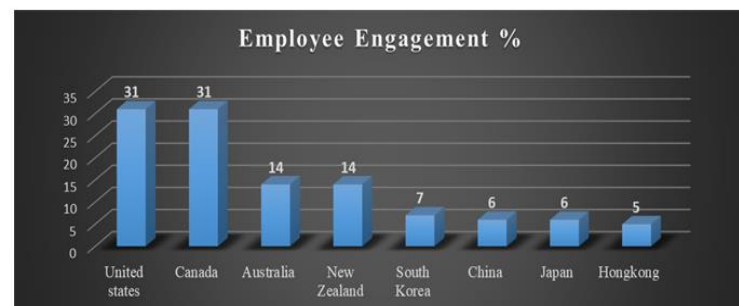
Graph (II) Employee engagement scenario in selected countries
Source: Gallup state of Global workforce 2017

Despite having employee engagement's positive impact on organisational performance, the worldwide scenarios of engagement are very scary. And to overcome this situation mere measuring employee engagement scenarios are not sufficient as most of the organisations are doing, but organisations have to work to improve the situations. As we discussed earlier that, engagement is the result of an employee's work experience so understanding the organisational culture and its impact on employee should be the foundation of all engagement initiatives. But more often for engaging employees' organisations apply their pet theories by making changes in existing organisational policies and practices or offer random perks to employees. These efforts fail to have any lasting effect on employee engagement and organisational productivity and result in only workplace happiness in the short run. So for engaging employees, one should understand first what are different drivers of it?

V. EMPLOYEE ENGAGEMENT DRIVERS

Feeling valued and involved as a key driver of engagement discussed by Robinson et al. (Fig:1) There are a number of factors (Fig: I), influences the extent to which the employee will feel valued, involved and hence engaged (Robinson et al., 2004).
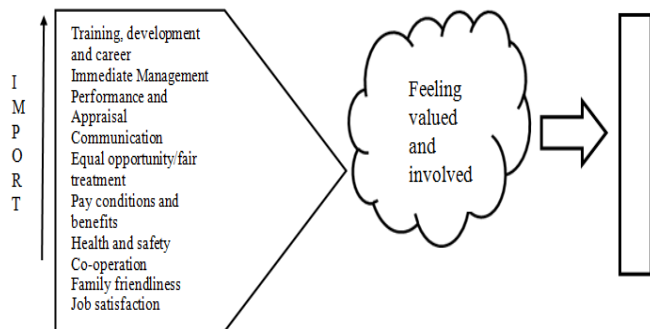
Figure (I) Model of The Drivers of Employee Engagement
Source: Robinson et al (2004)

On the basis of some major studies conducted by Tower Perrin, Blessing White, Gallup, The Corporate Leadership Council, and others, an article 'Employee Engagement – A review of current research and its implication' published by The Conference Board in 2006. Job nature, Career growth opportunities, integrity & Trust, Pride about the company, Line of sight between employee and company performance, and relationship with Coworkers / team members are the different drivers of employee engagement (Gibbons, 2006).

Penna's model (Fig: II) is also alike to both Maslow's need hierarchy (1943), and Herzberg's two factor theory (1959), with "hygiene" factors at the bottom and "satisfiers" at the top. When an organisation achieve these engagement drivers successfully, it has become more attractive to new potential employees and better able to engage its existing staff (Penna, 2007).

Fig (II) Penna's Hierarchy of engagement compared with employee engagement levels
Source: Penna (2007)

In a research Society of Human Resource Management (SHRM) linked a number of job satisfiers to employee engagement; and also describe them as state for engagement. Meaningfulness of job, the work itself, relationship with co-workers and immediate supervisor ,

work contribution to organisation's business goals, job specific training, independence and autonomy, organisation's financial stability, variety of work, opportunities to use skills and abilities, communication between senior management and employees, organisation's commitment to corporate social responsibility, overall corporate culture, management's appreciation of employee job performance, organisations commitment to professional development, networking opportunities, career development and advancement opportunities within the organisation were the conditions for engagement. By promoting these workplace aspects that are linked with overall job satisfaction Optimal levels of employee engagement can be reached (Lee, C.et al., 2016).

A US-based human and management consultancy Aon Hewitt developed an Employee Engagement model (Fig: III) that elaborates a complete picture of the drivers that lead to higher engagement and outcomes of it (Aon Hewitt; 2018). Aon Hewitt's measure employee engagement in the study 'The Trends in Global Employee Engagement' with a "Say, Stay, Strive" model. The study highlights that employees are engaged if they give their best efforts, motivated to be with an organisation for the long run, behave as advocates and say positive things about the organisation. The model (fig: III) highlights about factors lead to higher engagement and outcomes of it.
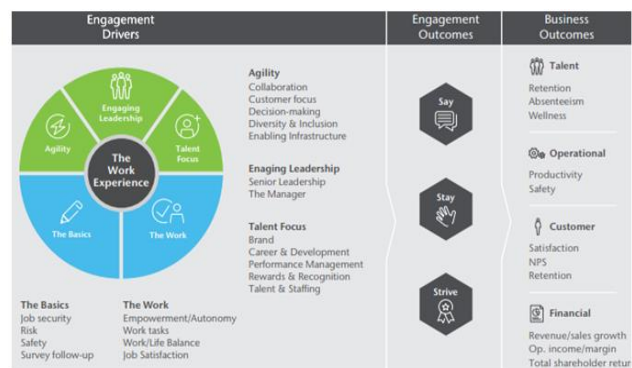

Fig (III) Drivers and business outcomes of employee engagement
Source: Aon Hewitt, 2018 Trends in Global Employee Engagement

If go into details of all these factors discussed, then we come to know that most of the factors are common. There is no such factor which is new or organisations don't plan for, then why the problem of disengagement arises. For managing all these factors organisations offer random perks to employees, uses traditional approaches to command and control or keep changing their existing

organisational policies and practices, but failed to develop employees trust towards these. Research has proven that lack of trust is also one of the significant factors for disengagement. Employees show better engagement at work if they trust their organisational culture.

VI. EMPLOYEE ENGAGEMENT AND TRUST

The present research is linking both employee engagement and trust. People think positively and believe management intentions and decisions if they trust them and the organisation. Reduced job satisfaction, low morale and commitment, uncertainty, fear and suspicion can be consequences of lower levels of trust (Mishra & Morrissey, 1990).

Trust reduces disagreement and enables supportive behaviour at work (Wong et al., 2006). Trust refers to an employee's perception towards trustworthiness of an organisation and its overall evaluation. Generally, trust is classified at individual and organisational levels within an organisation (Puusa and Tolvanen, 2006). At the individual level, day-to-day interpersonal interaction between employees and supervisors is base of trust (Tan and Tan, 2000; Atkinson and Butcher, 2003). At the organisational level, it is a shared phenomenon, involves association within a variety of essential groups (Shamir and Lapidot, 2003). The presence of a supportive and trusting work environment is crucial for enhancing employee engagement (Macey and Schneider, 2008).

Trust is a psychological state, depends on expectations towards the organisation's policies, systems and behaviour of management. In order to build trust, it is important that manager's behaviour match with organisation`s shared values and pay attention to maintaining organisational trust in the workplace.

The Social Exchange Theory is a conceptual interpretation of the suggested relationship between organisational trust and work engagement (Blau, 1964). The theory discussed, when the employee's relationship with employers is established on social-exchange principles they will reciprocate positive job attitudes and behaviours (Gouldner, 1960). Thus, if an employee perceives organisation as trustworthy, they will become more engaged in their work. It is assumed that organisational trust and employee engagement can be correlated. Research conducted earlier highlighted that organisational trust and work engagement are positively associated. (Wang and Hsieh, 2013; Agarwal, 2014; Ugwu et al, 2014;) and there is a significant and positive relationship between trust and work engagement (Hough et al, 2015). PWC's global CEO survey 2016 highlighted that as per 55% of CEO surveyed poor trust is the biggest hurdle to their organisation's success, perhaps most of them are least bothered to improve it mainly because of their lack of knowledge from where to begin.

A neuroimaging study also reported that when employees thought about organisations and manager they trust, it activates that area of their brain which results in positive emotion and better engagement. To prove this Paul J Zack (2017) an American neuroeconomist conducted a research titled "The neuroscience of trust: management behaviour that fosters employee engagement". In his study, he reported that when people trust others brain secrets a hormone called oxytocin, which is responsible for human emotions, bonding and better trust between them (trust on trust). So trust is that switch or stimulus which is responsible for secretion of the happy hormone in the human brain, which biologically results in better commitment and engagement between organism, which in the long run result culture of cooperation, trust and highly engaged employees. Paul J Jack further used OXYTOCIN as an acronym to show how the culture of trust can be developed in any organisation:

• Ovation -praise publicly and unexpectedly
• eXpectation -Set a hard but achievable goal
• Yield -Allow people to choose how they execute projects
• Transfer -Enabling self-management
• Openness -Allow information to flow both ways
• Caring-Intentionally build relationships with others at work
• Invest -Encourage personal and professional growth
• Natural -be vulnerable

Neuroscience research by Paul J Jack discussed ways that OXYTOCIN factors can be applied to the development of trust and maximal effect in the organisations. For example, when Ovation is public, unexpected, tangible, personal, comes from peers, it will have the largest impact on the brain and behaviour. Other factors can also be used in different ways for maximal effect, i.e. when a manager delegated a tough but achievable job, it results in better focus and strengthens social connections between people. Once employees have given the opportunity to choose their own ways to

manage work, the feeling of being trusted act as the biggest motivator and develop innovation because different people have their own ways, approaches and focus area what is most important for them. Organisations that share their goals with the employees are better able to reduce uncertainty and develop better employee involvement towards the organisation. Only 40% of the world's working population are well informed about their company's objective, the course of action and profitability. The environment of uncertainties in the workplace results in chronic stress and disengagement so openness is the need of the hour.

Neuroscience experiments also show that when relationship at work develops intentionally, it improves employees' performance. High-trust organisations treat the employee as a whole person and develop people personally as well as professionally which has a positive impact on engagement and retention.

Paul J Jack and his team further compared people of high and low trust companies and reported the impact of high trust on the people (graph:3). Individual with top quartile companies showed 74% less stress, 106% more energy at work, 50% higher productivity, 13% fewer sick days, 76% more engagement, 29% more satisfaction with their lives, 40% less burnout, 50% more retention and 88% more recommend their company as a great place to work with family and friends.
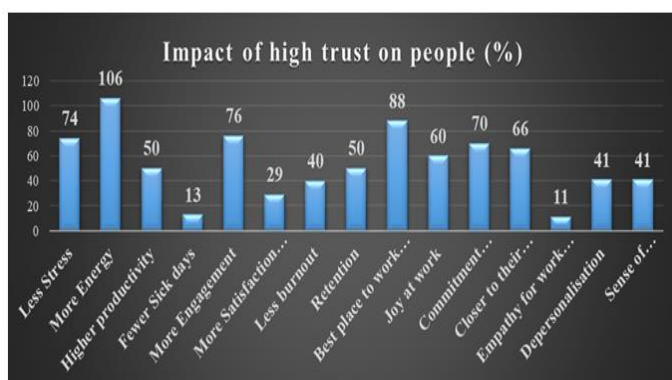
Graph: III Impact of high trust on people
Source: Compiled from Harvard Business Review (Feb 2017)

His team also reported that people in high-trust companies feel 60% more joy at work, 70% more committed to their companies' objective, and feel 66% closeness with their co-workers. How people treat co-workers and themselves, it is improved by the culture of high trust. In comparison to employees at low-trust organisations, the high-trust folks felt a 41% greater sense

of accomplishment. They experienced 40% less burnout from their work, depersonalized them 41% less often, and had 11% more empathy for their co-workers.

This study also supports the Gallup 2016 Q12 Meta-Analysis titled Relationship between Engagement at Work and Organisational Outcomes. Eight factors to build trust suggested by Paul J Jack are somehow related to the Gallup Q-12 questionnaire. The Q.12 statements are:

Q00. Overall Satisfaction on a 5-point scale, where "5" is extremely satisfied and "1" is extremely dissatisfied, how satisfied are you with your company as a place to work?

Q01. I know what is expected of me at work.

Q02. I have the materials and equipment I need to do my work right.

Q03. At work, I have the opportunity to do what I do best every day.

Q04. In the last seven days, I have received recognition or praise for doing good work.

Q05. My supervisor, or someone at work, seems to care about me as a person.

Q06. There is someone at work who encourages my development.

Q07. At work, my opinions seem to count.

Q08. The mission or purpose of my company makes me feel my job is important.

Q09. My associates or fellow employees are committed to doing quality work.

Q10. I have a best friend at work.

Q11. In the last six months, someone at work has talked to me about my progress.

Q12. This last year, I have had opportunities at work to learn and grow.

If answer of all Q-12 will be positive, then employee would have a feeling of belonging for the organisation. Which will result better trust and engagement for the work and organisation.

During survey, Gallup identified nine performance outcome and found a relationship between each of nine performance outcomes and employee engagement. These performance outcomes were productivity, absenteeism, turnover, customer loyalty, profitability, safety incidents, shrinkage and quality (defects) etc.

VII. TRUST-BASED EMPLOYEE ENGAGEMENT PRACTICES BY CORPORATE

Tata Consultancy Services (TCS) honoured as

one of the achievers of 50 most engaged workplaces in North America in 2016 for the fourth consecutive year. This award recognises companies' commitment towards people first philosophy along with engaged workplace has positive impacts on the business. The company feels proud of its track record in the area of employee retention and engagement. The company empowers employee by investing in the areas of skill enhancement through training, by providing the opportunity to work with the help of different technologies in varied fields to gain exposure to all areas of company and industry (Tata Consultancy services ,2016).

At TCS company leave no stone unturned to develop a positive and lively culture by encouraging people to involve with co-workers outside the office and initiate a little healthy competition. The company also promotes employees to participate in social activities along with their spouses, partners, and families, this not only results in togetherness, but also a feeling to the family that the company respects their significance.

TCS is a firm believer that people are more than just professionals and company hire a whole person. This philosophy of management towards employees develop a feeling of trust and commitment to the organisation. Employee engagement is all about human relationship management, not human resources management and treating employees like people as opposed to simply workers enhances trust and better employee engagement is the key to success. Apart from TCS many other small and large size organisations are doing good to develop a culture of trust.

American entertainment company Netflix has a philosophy to trust people, not policies. The company tells the truth about its performance to employees, give employees opportunities for self-improvement and freedom to succeed. The credit of the company's success goes not on rules they put into place, but it is the absence of rules. Instead of creating countless rules and processes, Netflix stated that a business should concentrate mainly on its employee and build a culture of high performance (McCord, P. ,2014).

Pune based SME named Vanaz engineers Ltd is a great example of building trust. When the company was in severe financial crisis and no bank was ready to give it a loan than a few hundred of its workers came forth and obtained a personal loan from co-operative banks and handed over the money to Vanaz to run the company (Patwardhan, 2015).

Warren Buffett's company, Berkshire hatchway is the fifth largest company in the US with \$162.5 billion annual revenue & over 300000 employees worldwide. A company that has no general counsel and no Human resource department. Reason? Leaders at Berkshire hatchway view trust as a core component of their business strategy (Alex E., 2016).

Fractal Analytics based in India and United States is Second-Largest analytics firm in the country. At fractal management uses a people principal policy applied to an environment of freedom and trust where people are respected and free to do creative problem-solving. At fractal management ensures an environment of employee friendliness and regular corporate affairs. For ensuring the value of "Respect & Fairness" management has banned the use of   "resource" word for its employees and love to call them "people", "person "or "team member. In line with the above approach, Fractal has a full confidence on employees' commitment and capabilities that they will do what's right for the client" and for Fractal" and has also changed the way Fractalites work (Mishra A., 2014) .

The examples of different companies discussed above show that trust-based culture is one of the most important elements to engage employees.

VIII. CONCLUSION

The review was an attempt to highlight the relationship between trust and employee engagement from a theoretical perspective. Theoretical framework used in the paper discussed that an organisation can better able to engage employees by developing trust. For bringing the employee whole self to work, culture of engagement is required. It happens when trust exists at every level of the organisation.

In the present study thorough review of research reports, survey findings and employee engagement practices used by many organisations proved that employee engagement and trust are related and organisations having a culture of trust are better able to engage its employee at work and for the organisation. Engaged employees, entertain many benefits which results in better organisational productivity over the organisation with disengaged employees. Employee engagement results in involvement and commitment of employees towards the organisational goals.

For engaging employees, it is not only needed to offer them handsome pay packages and other facilities.

Factors responsible for development of trust like a more meaningful job, freedom to use their skills and abilities, effective communication, better relationship with co-workers and immediate supervisor, recognition, learning and growth opportunities etc. are in need to have a feeling of trust towards their boss and organisation.

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