

ATILIM UNIVERSITY
GRADUATE SCHOOL OF SOCIAL SCIENCES
DEPARTMENT OF BUSINESS ADMINISTRATION
BUSINESS ADMINISTRATION MASTER'S PROGRAM

**EXAMINING THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT
AND ORGANISATION REPUTATION: RESEARCH IN OILIBYA GLOBAL
COMPANY**

Master's Thesis

Muhannad M Enbaya

Ankara-2018

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Student

Muhammad M Enbaya

Supervisor

Asst. Prof. Dr. SuleTuzlukaya

Ankara- 2018

ACCEPTION AND APPROVAL

This is to certify that this thesis titled “Examining The Relationship Between Employee Engagement and Organisation Reputation: Research in Oilibya Global Company” prepared by Muhannad M Enbaya meets the committee’s approval by a majority vote as Master’s thesis in the field of Management Business Administration following the successful defence of the dissertation conducted in [26/09/2018].

Director

Prof. Dr. Dilaver Tengilimođlu

Supervisor

Asst. Prof. Dr. Őule Tuzlukaya

Jury Member

Assoc. Prof. Dr. Pınar Samut

Jury Chair

Prof. Dr. Alptekin Sökmen

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Muhannad M Enbaya

ÖZET

Enbaya, Muhannad. Çalışan Katılımı ile Örgütsel Saygınlık Arasındaki İlişkinin Kurulması: Oilibya Global Company'de Araştırma, Yüksek Lisans Tezi. Tez, Ankara, 2018.

Bu çalışma, çalışan katılımı ile örgütsel saygınlık arasında var olan incelenmemiş olan bir ilişkiyi araştırmaktadır. Bu çalışmada tam olarak çalışan katılımının örgütsel saygınlık üzerindeki etkisi değerlendirilmektedir. Mevcut literatür ve bilgiler, çalışan katılımı ve örgütsel saygınlığın birçok kuruluştaki yeni kavramlar olduğunu ve araştırmacıların, çalışan katılımı ve örgütsel saygınlık kavramlarını tanımlamak ve araştırmak üzerine yoğun bir şekilde odaklanmadıklarını göstermektedir. Ancak, çok az sayıda araştırmacı, bu iki kavram arasında var olan ilişkiyi belirlemek amacıyla çalışmalar yapmaya gayret etmiştir. Bu nedenle, çalışma esas olarak çalışan katılımı ve örgütsel saygınlık arasındaki ilişkiyi değerlendirmektedir. Araştırmacı, çalışan katılımının örgütsel saygınlık üzerindeki etkisi hakkında veri toplamak için bu çalışmaya katılanlar ile yapılan anketlerden yararlanmıştır. Çalışma, çalışma hipotezini test etmek ve değişkenlerin korelasyonunu belirlemek için SPSS V25 kullanmıştır. Araştırma bulgularına ve veri analizine dayanarak, bu çalışma çalışan katılımı ve örgütsel saygınlık arasında bir ilişki olduğunu ortaya koymuştur.

Anahtar Kelimeler:- Örgütsel saygınlık, çalışan katılımı, çalışan katılımının unsurları.

ABSTRACT

Enbaya, Muhannad. Establishing the Relationship between Employee Engagement and Organisational Reputation: Research in Oilibya Global Company, M.Sc. Thesis, Ankara, 2018.

This study examines the under-examined relationship that exists between employee engagement and organisational reputation. Precisely, the study evaluates the impact of employee engagement on organisational reputation. Existing literature and information shows that employee engagement and organisation reputation are new concepts in many organisations and researchers have not focused extensively on defining and exploring these concepts of employee engagement and organisation reputation. However, a few researchers have tried to conduct studies with the aim of establishing the relationship that exists between these two concepts. Therefore, the study mainly evaluates the relationship that exists between employee engagement and organisation reputation. The researcher used questionnaires to capture data from the participants 'of this study on the impact of employee engagement on organisation reputation. The study used SPSS V25 to test the study hypothesis as well as establish the correlation of the variables. Based on the research findings and data analysis, the study established that there is a relationship between employee engagement and organisation reputation.

Keywords;- Organisational reputation, employee engagement, elements of employee engagement.

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INTRODUCTION

Employee engagement has become an area of research by many researchers due to the significance of employee engagement in improving organisational performance. In this case, the elements of study focus on an investigation of the influence of employee engagement on organisational reputation in the workplace environment. To achieve this objective, the report investigates the relationship between employee engagement and organisational reputation with Oilibya Global Company acting as the case study for this research study.

The study was primarily directed by the aim of bridging the knowledge and research gap that exists in relation to the impact of employee engagement on organisation reputation. For example, Ghosh (2017) established that there is a need to conduct a study that emphasises on the impact of employee engagement on organisation reputation because many studies have focussed on the impact of organisation reputation on employee engagement. Additionally, there is existing research and knowledge gap in numerous employee engagement and organisation reputation studies. This was confirmed to be true by a study conducted by Chandani and Mehta (2016) which suggested that effective study on this area of study can fill the existing research gaps.

The primary aim of this study was to evaluate the relationship that exists between the employee engagement and organisation reputation. In this case, the study proposed that there is a relationship between employee engagement and organisation reputation. A sample of 290 respondents was identified from Oilibya Global Company where the researcher used questionnaires to collect the data with the findings of the study establishing that there is a relationship between employee engagement and organisation reputation.

The thesis is structured in six chapters. The first chapter of this thesis evaluates the concept of employee engagement, where different existing literature are assessed and discussed. The second chapter focuses on the concept of organisation reputation. The third chapter mainly evaluates the link that exists between employee engagement and organisation reputation. Additionally, the chapter also establish the research hypotheses in relation to the two main concepts

of study and their relationship. The fourth chapter is primarily the methodology chapter, which identifies and evaluates the research design, sample and the overall procedures followed in this study. It also establishes the research question and measures that the thesis has used in the evaluation of the impact of employee engagement on organisation reputation. The fifth chapter is on the presentation of the research findings and discusses the data that was collected from the field of study with the final chapter presenting the thesis' recommendations and conclusion.

As mentioned earlier a total of 290 people participated in the study. Instead of using a sample of the population, it was decided that the population would be the sample in order to increase accuracy and reliability of the results. The participants were asked about their gender, age, level of education, marital status, status at work (contracted or permanent), type of work (full time, part time, or consultancy), position at work (top management, departmental head, or employee), and whether they were happy to work within this sector.

Descriptive statistics analysis was used to examine the study hypothesis. Correlation analysis was also used in the statistical evaluation of the study for establishing the relationship between employee engagement and organisation reputation. The study recommends that further researcher needs to be conducted on this area on a large scale basis. Additionally, the study recommends that there is a need to evaluate the factors that affect employee engagement and organisation reputation. The study also recommends that employee engagement should be evaluated against organisation reputation to determine how it contributes to social and economic development in the community. Further studies also need to be conducted on how employee engagement fosters growth, sustainability and innovation in organisations. Overall, the study recommends that organisations need to promote effective networking among employees to improve on employee relationships, interactions and engagement for the achievement of organisation reputation. In summary, contemporary organisations have to appreciate the fact that employee engagement is a concept that is promoting organisation growth, development and sustainability in the business environment. Additionally, organisations cannot downplay the fact that organisation reputation is an essential determinant of their growth and sustainability.

CHAPTER 1

THE CONCEPT OF EMPLOYEE ENGAGEMENT

1.1. Defining Employee Engagement

Globally, the concept of employment has been gaining popularity although it is still a new concept for many scholars and organisations. For instance, Osborne and Hammoud (2017) argue that employee engagement is a business concept that is still under the development stages in many organisations although it is a fundamental issue in promoting organisational growth, development and sustainability. The Concept of employee engagement was introduced two decades ago after scholars and many organisations identified the benefits associated with effective employee engagement at the workplace. Guest (2014) argues that many researchers have not focussed on employee engagement as it is still a new concept. Therefore, not so much attention has been focussed on employee engagement as it has been for organisational reputation. However, researchers who have carried different studies on this concept have developed different definitions for employee engagement. The presented definitions for employee engagement are still diverse as many researchers have not introduced a uniform definition for this concept because it is still being developed globally.

Employees are essential in the organisation as they play the significant role in the accomplishment of the organisation goals and objectives (Chandani and Mehta, 2016). Understanding the concept of employee engagement is therefore important because, through employee engagement, the organisation achieves its goals and objectives. According to Shuck and Reio (2013), employee engagement is the relationship that exists between employees and the organisation for the accomplishment of the organisation goals and objectives. Parent and Lovelance (2015) define employee engagement as the level at which employees are passionate about their roles and responsibilities within the organisation as well as the commitment and focus that they have towards the accomplishment of the organisational goals and objectives. Additionally, these authors argue that employee engagement is very different from employee satisfaction because some employees may be satisfied within the organisation and fail to be engaged. On the

other hand, Kumar and Pansari (2015) define employee engagement as the mental state that promotes employees focus and interests towards the realisation of the organisational goals and objectives. Here, the employees are motivated and direct their mental energies towards the accomplishment of the organisation goals and objectives.

Employee engagement is also defined as the degree to which different employees feel motivated and inspired towards the realisation of the organisation vision (Sundray, 2011). This definition looks into the effectiveness of employees in their roles within the organisation. Additionally, Andrew and Sofian (2012) define employee engagement as the positive outlook that employees hold towards the organisation and how this enhances the employee's focus and efficiency towards the realisation of the organisational goals and objectives. On the other hand, employee engagement is the creation of favourable working conditions within the organisation that promote employee commitment towards the organisational activities (Neda& Singh, 2016). Moreover, Vorina et al (2017) define employee engagement as the directing of the physical, emotional and cognitive energies of an employee towards the successful organisational accomplishment of stated goals and objectives. Despite of the different existing definitions of employee engagement, Al Shehri et al, (2017) summarise these definitions by stating that employee engagement is the employee state of mind towards the organisation, meaning, the thoughts, beliefs and attitudes that employees have towards the organisation, that facilitate the accomplishment of the organisation goals and objectives.

Both organizational and managerial literature are still in the stages of developing a more concrete definition of employee engagement as it is a concept that is starting to gain the attention of many researchers globally. It is therefore expected that in the future well-structured definitions of employee engagement are likely to be developed, where Lin and Ping (2016) state that the concept will become clearer for different organisations and scholars across the world. However, currently, different authors and organisations have focussed on the physical, mental and cognitive aspects of employee engagement because according to Chandani and Mehta (2016) they determine the employee commitment and focus towards the accomplishment of the organisation goals and objectives. Introduction of new

definitions of employee engagement is likely to force many scholars to focus their attention on the different aspects of employee engagement such as the characteristics, drivers and the benefits of employee engagement for the development of the best employee engagement definitions and strategies in organisations. Additionally, Osborne and Hammoud (2017) argue that employee engagement definition should consider the value of employees, the challenges that they face at the workplace, organisation communication, employee expectations, cooperation within the organisation, employee motivation, control and the maintenance of the organisation reputation and image.

1.2. Types of Employee Engagement

There are three main types of employee engagement within the organisation. These are engaged employees, not engaged actively employees and the disengaged employees (Guest, 2014). This is illustrated in the figure 1 below:



Figure 1: Types of Employee Engagement

Engaged employees are fundamental human resources within the organisation because they facilitate the process of the accomplishment of the organisation goals (Aninkan&Oyewole, 2014). These employees hold a positive attitude about the organisation, and they use their skills, knowledge and experience with passion, motivation and determination for the realisation of the organisation objectives. On the other hand, not engaged employees are focussed on their work within the organisation and not the overall organisational goals (Shuck &Reio, 2013). Additionally, they offer a limited contribution to the organisation performance. The

actively disengaged employees within the organisation do not focus on the timely execution of their duties and effectiveness in performing these duties. According to Vorina et al. (2017), these employees have negative attitudes towards the work, and they are likely to contribute to the failure of the organisation.

1.3. Characteristics of Employee Engagement

Employee engagement is determined by the level of employee willingness and capacity to contribute towards the success of the organisation. Employee discretionary effort forms the basis for the creation of a successful organisation (Kumar &Pansari, 2015). Additionally, highly engaged employees face different work challenges positively, and this establishes a conducive environment within the organisation. The figure below shows the different characteristics of employee engagement:

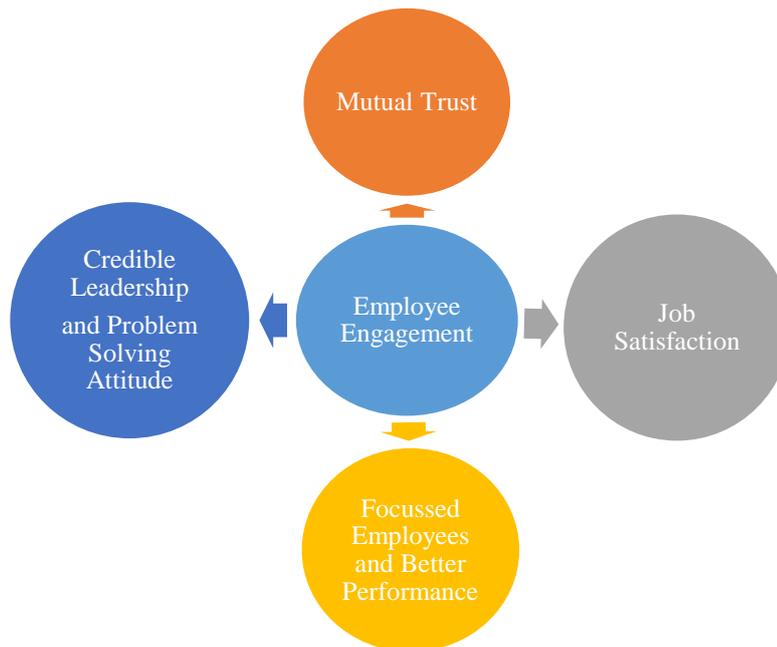


Figure 2: Characteristics of Employee Engagement

Mutual trust in the organisation forms the foundation for the success of the organisation in the business environment (Andrew & Sofian, 2012). Most employees prefer being trusted with the work that they do without or under minimal supervision at the workplace. Highly engaged employees usually require no or limited directions on the execution of their jobs at the organisation. On the other hand, employee job satisfaction is one of the major characteristics of an engaged

employee. It promotes employee retention within the organisation (Nada & Singh, 2016). Credible leadership promote innovativeness among the engaged workforce, and this promotes problem-solving abilities and attitudes among employees at the organisation. Another characteristic of employee engagement is better performance. Here, engaged employees are focussed and motivated towards the accomplishment of the organisation goals and objectives, and this leads to an improvement in employee performance (Kaliannan&Adjovu, 2015). Additionally, employees are more focused towards the execution of challenging work at the workplace.

1.4. Elements and Drivers of Employee Engagement

As stated above, employee engagement involves the physical, emotional and cognitive engagement of employees at their work in the organisation for the realisation of the organisation goals and objectives. Therefore, there are four main elements of employee engagement that are considered in promoting the cognitive, physical and emotional engagement of employees at work. These elements are employee motivation, employee commitment, employee loyalty and the employee trust within the organisation. According to Parent and Lovelance (2015), employee motivation is the degree of efforts that employees put in the execution of activities within the organisation that result in the achievement of the organisation goals. Employee commitment is the degree or the level at which employees interact with their work and other responsibilities at the workplace with the aim of contributing towards the achievement of the organisational goals and objectives (Lin & Ping, 2016).

On the other hand, employee loyalty is the focus and attention that employees have towards their work and how they timely remain steered up for the achievement of positive results and improved performance in the organisation. Guest (2014) argues that trust is the creation and maintenance of strong bonds among different stakeholders in the organisation. This enhances autonomy among employees to perform their duties, therefore, promoting improved performance within the organisation. These elements of employee engagement play a fundamental role in providing direction for the organisation. Additionally, all stakeholders of the

organisation are directed by these elements, and they promote the realisation of the organisation goals and objectives. The figure 3 below gives an illustration of the elements of employee engagement:



Figure 3: Elements of Employee Engagement

The Drivers of employee engagement are the used in the measurement of employee engagement within the organisation although according to Vorina et al. (2017), there are no measures for leveraging employee engagement in different organisations. These drivers of employee engagement include job responsibilities, the organisation culture and working environment, employee rewards and the overall recognition, provision of learning or different training opportunities, employee performance management, and effectiveness in organisational leadership, effective communication channels, and quality relationships among organisational stakeholders, teamwork and collaboration as well as effectiveness in the organisation policies (Somasekharan&Kumathadevi, 2017). These drivers contribute towards employee engagement in the organisation.

1.5. Employee Engagement Process

Traditionally, the organisational performance and sustainability depended on capital and portfolio management in the business environment, which Guest (2014) argues that it has changed and focus is now on employee engagement because they

are essential in the realisation of the organisation goals and objectives. Human capital management is the key focus of many organisations because it promotes the creation of sustainable growth, development and reputation for the organisation. In the business environment today, the most successful organisations are the ones that are focussing on their employees through motivation, training, empowerment and other strategies (Al Shehri et al., 2017). This shows that the success of the organisation today is coming from employee involvement in the various decision-making process within the organisation, employee engagement and the overall dedication of employees for the achievement of the organisation goals and objectives. The figure 4 below shows the process which is followed by employee engagement within organisations:



Figure 4: Employee Engagement Process

The first step is the preparation and designing of the employee engagement requirements to make an effective decision in the areas to prioritize during the entire process. Data and information from different employees are then collected on the physical, cognitive and emotional employee engagement (Lin & Ping, 2016). The results are then analysed to find out the levels of employee engagement as well as the different factors that contribute to employee motivation, loyalty, trust, and commitment towards the organisation. The human resource department then formulates appropriate courses of actions to promote improvement in employee engagement within the organisation (Osborne & Hammoud, 2017). These actions are then monitored continuously to ensure that the workforce is actively engaged towards the achievement of the organisation goals and objectives.

1.6. Employee Engagement Strategies and Key Players

There are different strategies that organisations use to facilitate employee engagement in the organisation, which Kumar and Pansari (2015) argue that they can help in the improvement of employee motivation, commitment, loyalty and trust within the organisation. Unifying employee experiences, challenges and other problems within the organisation enhances employee engagement. According to Nada and Singh (2016), the creation of effective communication channels also contributes towards employee engagement in the organisation. This promotes effectiveness in information flow between different employees and other stakeholders within the organisation thus promoting effectiveness in job activities execution within the organisation. Additionally, it promotes teamwork and collaboration among employees for the realisation of the organisation goals and objectives (Andrew & Sofian, 2012).

The key players in enhancing employee engagement in organisations are the organisation stakeholders who are responsible for ensuring that all employees are actively engaged for the achievement of the organisation goals and objectives (Aninkan & Oyewole, 2014). These include the organisational supervisors and managers, the entire human resource professionals and department within the organisation, the senior and top leadership within the organisation as well as the departmental heads within the organisation. According to Vorina et al. (2017), these stakeholders ensure that organisation human capital are committed and motivated to enhance employee loyalty and trust for the achievement of the organisation goals and objectives.

1.7. Benefits of Employee Engagement

Employee engagement is beneficial to the organisation because it promotes proper resource utilisation, cost reduction, efficiency and effectiveness among employees, improves employee performance and motivation towards the organisation thus facilitating the achievement of the organisation goals and objectives (Kaliannan & Adjovu, 2015). It also promotes the creation of good relations among different stakeholders at the workplace. It also contributes towards personal and professional growth and development of employees. According to Al

Shehri et al. (2017), employee engagement also promotes innovativeness at the workplace. It is also fundamental in attraction and retaining of employees as well as customers in the organisation. Additionally, employee engagement creates a favourable and positive working environment in the organisation (Chandani & Mehta, 2016).

1.8. Factors Influencing Employee Engagement

An evaluation of the different factors that influence employee engagement is fundamental in this study because as Ling and Ping (2016) state, it helps to fully understand the concept of employee engagement and its benefits to the entire organisation. Employee engagement can be influenced by emotional, physical or cognitive engagement within the organisation. This is illustrated in figure 5 below:

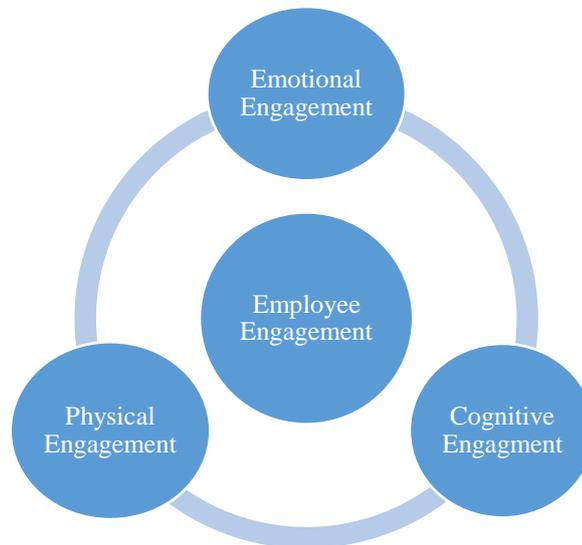


Figure 5: Factors Influencing Employee Engagement

Emotional employee engagement is the emotional commitment of an employee towards the realisation of the organisation goals, which Al Shehri (2017) argues that it leads to the development of positive beliefs, attitudes and behaviours among employees thus improving on their motivation and focus towards the achievement of the organisation goals and objectives. There are different emotion engagement drivers that facilitate employee engagement within the organisation. Pride in the organisation promotes employee engagement within the organisation (Lin & Pong, 2016). Here, the employees have a positive belief about the

organisation and this enhances their focus and commitment in their roles and responsibilities and this promotes the organisation success in the business environment.

Trust and integrity are two elements that help in the improvement and sustainability of employee emotional engagement within the organisation and Guest (2014) states that with a sense of pride in the organisation, employees feel that they are valued and this makes them to contribute positively towards the realisation of the organisation goals and objectives. Recognition also promotes emotional engagement among employees because employees feel that their efforts are being appreciated within the organisation (Shuck & Reio, 2013). Additionally, stimulating work that facilitates personal and professional growth and development enhances employee emotional engagement in the organisation. Clarity of job roles and responsibilities also promote employee emotional engagement within the organisation. Good relationships within the organisation as well as the creation of a positive working environment also promote employee emotional engagement at the organisation (Nada & Singh, 2016). These elements improve on employee engagement at the organisation and they promote the realisation of the organisation goals at the workplace.

The physical employee engagement is the commitment of the physical energies of an employee towards the realisation of the organisation goals and objectives. According to Somasekharan and Kumathadevi (2017), the physical engagement of employees promotes effectiveness in the completion of different job activities at the workplace. The physical wellness of employees at the organisation is connected to the employee engagement level within the organisation. Positive and favourable working conditions as well as the general wellbeing of employees facilitate an increase in the employee's level of engagement in various tasks within the organisation (Chandani & Mehta, 2016). Employees within the organisation require good physical health for the generation of positive physical energies which are used in the execution of employee activities within the organisation.

According to Osborne and Hammoud (2017), employee engagement is a direct result of the physical wellbeing of employees and work life usually has an

impact on the health and safety of employees. Here, employees who feel that the organisation has established all measures to promote their physical wellbeing are likely to be more engaged in the organisation. In this case, the employees are motivated and inspired towards the accomplishment of the organisation goals and objectives and this promotes the spread of positivity among their colleagues. When the physical morale of employees is enhanced, the organisation is able to enhance its profitability, growth and sustainability in the business environment (Kalinnan&Adjovu, 2015).

The cognitive employee engagement is the totality of all the beliefs and thoughts that employees hold about the organisation, its leaders and other stakeholders as well as the overall organisation culture (Nada & Singh, 2016). This determines the behaviours that employees exhibit at the workplace. Sundaray (2011) state that effective management of cognitive, physical and emotional engagement among employees can be achieved through the creation of a favourable working environment within the organisation and this enhances the realisation of the organisation goals and objectives. Cognitive employee engagement is essential in the prediction of employee performance outcome, the overall success of the organisation as well as the competitiveness of the organisation in the business environment (Vorina et al., 2017).

The beliefs and thoughts that employees develop in relation to the organisation determine the level of employee satisfaction, retention and attraction as well as commitment to the organisation which is a fundamental driver and determinant of the organisation success. High levels in employee cognitive engagement promote employee loyalty in the organisation. It also improves on the experiences, attitudes and moods that employees have at the organisation which Kumar and Pansari (2015) argue that this promotes the quality of work and interactions among different stakeholders within the organisation. Therefore, there are critical links that exist between employee engagement and their thoughts and beliefs. Promoting positive attitudes, thoughts and beliefs among employees ensures that the employees are focussed towards the accomplishment of the organisation goals and objectives. According to Annikan and Oyewole (2014), this

can be achieved through the promotion of positive values within the organisation as well as the creation of trust among organisational stakeholders.

This chapter has evaluated the available literature extensively on employee engagement as well as the different aspects and factors that influence employee engagement. It has also evaluated the drivers and measurements of employee engagement in organisations. Additionally, it has examined the strategies that can be used to improve employee engagement as well as the benefits that can be derived from employee engagement. The next chapter will seek to establish the link between organisational reputation and employee engagement.

CHAPTER 2

THE CONCEPT OF ORGANIZATIONAL REPUTATION

2. Organisational Reputation

In the last decade, the business environment has become more unpredictable, dynamic and competitive due to the rapid pace of globalisation, the instantaneous spread of information and the existence of interdependence among different economies. The business environment has become hard to navigate, which Ghosh (2017) attributes to the changes in organisation stakeholders needs due to globalisation. It is, therefore, necessary for organisations to ensure that they gain a better understanding of the factors that influence business sustainability and competitiveness. In this case, Daugirds (2015) identifies organisation reputation as a fundamental factor that has been influencing organisational sustainability and competitiveness. In addition, organisational reputation is considered as one of the fundamental asset in the rapidly changing business environment because it influences the decision-making process for different stakeholders.

The perception of the organisation by different stakeholders varies in the business environment, which Nicolo (2015) attributes to the different internal and external decisions and services that the organisation makes or offers in its operations. Over the time, there has been an increase in market pressure due to changes in the global business environment. For instance, the financial crisis in 2008 affected many organisations, and this has been forcing different organisations to remodel their business models due to the continuous changes in stakeholder groups. Creating a sustainable, favourable and positive organisation reputation has been suggested by Shirin and Kleyn (2017), as the most effective strategy for maintaining sustainability and competitiveness for the organisation. Organisation reputation is beneficial to organisations in the evolving business world because it facilitates the realisation of their business objectives and goals.

Organisation reputation promotes accountability and responsibility among different stakeholders in the business environment. According to Li, Chen and Ma (2016), organisations are currently focusing on meeting the needs of stakeholders and creating a good image and reputation in the business environment more than

profit generation. Organisations are also implementing different strategies for reconstruction of their reputation in the business environment, which Golgeli (2014) attributes to the unpredictability in the business environment has seen many organisations damage their reputation in the market landscape. Globalisation has been challenging the efforts of different organisations to create and sustain their reputation because it has changed the stakeholder groups in many organisations. In this case, organisations need to understand the benefits of reputation fully since it can enable them to face threats and opportunities that arise in the changing business environment (Ramos-Gonzales, Rubio-Andres, & Sastre-Castillo, 2017).

2.1. Bridging the Gap in Defining Organisation Reputation

Organisational reputation is an intangible asset that has different financial and economic benefits to the organisation and its stakeholders. Stakeholders in many organisations are responsible for the creation of sustainable and concrete reputation for the organisation. According to Gillad, Moar and Bloom (2015), the leadership and management teams in different organisations need to understand and accommodate the fundamental roles being played by different stakeholders in facilitating the creation of favourable reputation for the organisation in the business environment. Globally, the subject of organisation reputation has been gaining popularity due to the benefits that it has been generating in many organisations. For instance, organisation scandals have been damaging the organisation reputation and image, which Ghosh (2017) argues that organisation stakeholders, mainly the employees, can help the organisation avoid and manage effectively. Therefore, the management of different organisations needs to appreciate the role of employees in organisation reputation.

The development of a sustainable and concrete reputation has been a key concern for many scholars and organisations. However, despite the attention that organisation reputation has gained in the business environment, scholars and organisations have not reached a consensus on the best definition for the concept of organisation reputation. In addition, existing knowledge and information supports the significance of organisation reputation even though there is no common definition for this concept. Nicolo (2015) defines organisation reputation as the

perceptual depiction of the current and past organisation activities by stakeholders in the business environment. Here, it is quite clear that organisation history plays a major role in the creation of stakeholder perception about the organisation. In addition, this has a significant impact on organisational-stakeholder relations (Ghosh, 2017). Therefore, the management teams in different organisations understand the pivotal role played by organisation reputation.

Clarity of the organisation reputation concept seems to be a major challenge for many scholars and organisations, and this has made the influence of organisation reputation to become a major subject of study; however, Golgeli (2014) suggests that many scholars and organisations are striving to understand organisational reputation and its key components or dimensions. Different disciplines have also expressed interests in the assessment of organisation reputation, and they are aiming at reaching a consensus on the definition of organisation reputation and its dimensions in organisations. However, a majority of researchers are focussed on the establishment of the benefits of organisational reputation rather than giving a clear definition of this intangible asset in organisations (Maor, Gillad, & Bloom, 2013). This has made it hard for scholars and organisations to establish a single source that can correctly define the concept of organisational reputation. However, scholars and organisations agree on the fact that organisational reputation influences stakeholder's behaviours and this determines the organisation success in the business environment.

As established earlier, organisation reputation plays a significant role in facilitating growth and survival and the overall sustainability of the organisation in the rapidly changing business environment. Since the 1950s up until the early 1990s, the term organisation reputation for many scholars and organisations existed as just a business term (Lange, Lee, & Dai, 2010). The subject of organisational reputation gained popularity after scholars and organisations noticed that organisation reputation determined growth and performance of the organisation because it influences different stakeholders groups. Organisation reputation has now evolved into a concrete and dynamic concept that many researchers and organisations have tried to define (Ghosh, 2017). In addition, the concept has become more significant due to the interests that academicians and businesses have

expressed in defining this concept and assessing its key components. According to Adeosun and Guniyu(2013), organisational reputation influences the future success of an organisation as well as its development, and this can be the reason as to why many businesses and researchers have expressed interests in defining this fundamental concept in the global business environment.

Different scholars have developed different definitions on organisation reputation. Ramos-Gonzales et al. (2017) define organisational reputation as the totality of all the past actions of the organisation that influence its future prospects in the business environment. On the other hand, Shamma (2012) defines organisational reputation as the perceptions that stakeholders have concerning the organisation. Moreover, Shivin and Kleyn (2017) define organisational reputation as the thoughts that stakeholders have that influence the organisation future growth, survival and sustainability. Gillad et al., (2015) take a different approach on the organisational reputation and they defined it as the perceptions of stakeholders on the values of the organisation and how these values are exercised by the organisation in the business environment. According to George (2016), organisational reputation is the level of appeal that an organisation has in the business environment as compared to its key competitors in the same sector or industry. Despite the differences in the definitions of organisational reputation, many authors argue that perception of the organisation by stakeholders is essential in understanding organisational reputation.

Stakeholders in the business environment develop their judgments on the organisation from the past actions of the organisation. In addition, observations and experiences of stakeholders also influence their perceptions towards the organisation. Besides, according to Li (2016), the expectations of stakeholders influence their perception towards the organisation. Many stakeholders assess the ability of the organisation activities, decisions and services to meet their unique needs. Consequently, they analyse the favourability of the organisation in comparison with other organisations in the same industry. That is why, Adeosun and Guniyu (2013), argue that the existing market position of the organisation in the business environment, influences organisation reputation. Here, organisational reputation should be understood from different disciplines and a collective of

judgements from different observations and experiences. Golgeli (2014) defines organisation reputation as the past and current behaviours that the organisation exhibits through the execution of its operations in the business environment. Therefore, all the aspects that affect the image of the organisation play a fundamental role in organisation reputation. Stakeholder's interactions and relations in the organisation should be well monitored and managed to promote the creation of concrete and sustainable organisational reputation (Ghosh, 2017).

Analysis of the different available definitions on organisational reputation seems to agree on the fact that stakeholder's views or perceptions are essential in the determination of organisational reputation. In addition, existing definitions show that stakeholders develop their judgements about the organisation from the decisions and actions that the organisation takes continuously in the business environment. Despite the fact that different scholars and organisations focus on different subject areas in defining organisational reputation, favourable reputation is directly interconnected with the organisation past and current actions and how stakeholders perceive these actions. Existing evidence from different studies and organisations also agree with the fact that social interactions and relations influence the organisation reputation. Additionally, the organisation impacts the environment and the economy also plays a major role in organisational reputation. Therefore, organisation reputation plays a significant role in enhancing the growth, survival, and development of the organisation. According to Nicolo (2015), improving organisational reputation promotes an increase in growth, development, and sustainability for the organisation.

Evaluation of existing evidence on organisational reputation places employees on the higher ground and suggests that they are responsible for the organisation reputation as well as the other activities that promote the organisation growth and sustainability in the business environment (Shivin&Kleyn, 2017). In this case, an increase in employee engagement can transform the organisation reputation as well as the achievement of the organisational goals and objectives. Different scholars have established that there are research gaps in the assessment of organisational reputation and employee engagement. Additionally, employee engagement dimensions and their relationship with organisational reputation also

present existing gaps in research (George et al., 2016). The development of concrete and positive organisational reputation is therefore determined by stakeholders, such as employees and customers among others, in the business environment. However, there still exist different research gaps in the available studies on organisational reputation.

2.2. The Inter-disciplinary Constructs of Organisation Reputation

The definition of organisation reputation has therefore contributed to a growing debate on the best definition for this intangible asset in organisations and across different disciplines. Academic fields have also facilitated a wide range of groups of scholars to conduct different cross-disciplinary studies on organisation reputation to establish consensus on the definition of this topic (George, Dahlander, Graffin, & Sim, 2016). Besides, the richness in the topic of organisational reputation theories is also a challenge in unifying the definition of organisation reputation. For instance, the discipline of economics seems to have disagreements in the definition of organisation reputation due to the differences that exist between signalling and game theorists. Here, game theories and models describe organisational reputation as traits that differentiate between organisations while signalling theories argue that organisational reputation is the totality of all the information signals that managers use to enhance the attractiveness of the organisation in the business environment (Lange et al., 2010).

The discipline of strategy has a different definition for reputation which Daugirdas (2015) states as the intangible resource within the organisation that plays a significant role in the overall consolidation of the organisational competitiveness in the business environment. The Sociological view on organisation reputation indicates that it is an indicator of showing legitimacy in the business environment (Maor et al., 2013). On the other hand, the accounting discipline, defines organisational reputation as an intangible asset that holds the value of the entire organisation and it is developed through social relations and interactions where the past activities of the organisation affects the future stakeholders perceptions and behaviours towards the organisation (Dragomir, Lonescu, & Panzaru, 2015).

The human resource and organisational management disciplines, the argument is that the organisation culture influences organisational interactions and relations with different groups of stakeholders and this determines the organisational reputation. This places employees as good ambassadors for the organisation to enhance organisation reputation. For instance, the stakeholder theory views the organisation reputation as a tool used by organisations to promote their survival, growth, and sustainability. Marketing disciplines mainly focus on employees and customers as the key stakeholders in organisation reputation, where Waeress and Byrkjeflot (2012) argue that employees influence the brand image that customers have on the organisation. These disciplines seem to give unique and different definitions on the subject of organisational reputation.

Analysis of organisational reputation shows that the differences in views and perceptions of the organisation are caused by differences in stakeholder groups (Gillad, 2015). For instance, perceptions of employees may vary in comparison with the perceptions of customers on the organisation. However, there is uniformity on how these perceptions affect the organisation growth, survival, and sustainability in the business environment. Analysis of the conceptual and theoretical reviews on organisational reputation also seem to suggest that organisational reputation is determined by the individual stakeholder evaluation of the organisation according to the relation that exists between the stakeholder and the organisation (Ramos-Gozaes, 2017). For instance, different schools of thought explain organisational reputation as a concept that affects internal and external stakeholders in the organisation in general. On the other hand, some schools of thought focus on the views that a single stakeholder holds about the organisation. These evaluations of the existing information from different disciplines suggest that stakeholders are diverse in the business environment and therefore organisations need to focus on the needs and interests of each group of stakeholders to create and maintain a concrete and sustainable organisational reputation (Dragomir et al., 2015).

2.3. Categories of Organisational Reputation

There are different categories of organisational reputation that the organisation has to consider to facilitate the creation of a concrete and sustainable

reputation in the business environment. The customer experience is an essential category in organisation reputation, and many organisations use customer experience to design their reputation (Golgeli, 2014). Customer experience encompasses the quality of services and the customer service delivery. The organisational culture is another category that encompasses the history, principles, values and the different norms of the organisation. Here, it focuses on the satisfaction of the employees because they are responsible for the creation of a superior reputation in the business environment (Maor et al., 2013). Financial reputation is also another aspect of organisation reputation that prevents financial scandals and associated risks. Different reputation systems within the organisation are also essential in organisational reputation. For instance, online reputation ranking and other rating systems are used in different industries (Nicolo, 2015).

Sustainability, risk management, and different incidents are also categories of organisational reputation. Here, the organisation aims to ensure that it manages risks that are likely to damage the growth and sustainability of the organisation. Authenticity also promotes organisational reputation (Ghosh, 2017). This ensures that all stakeholders in the organisation are focused towards the realisation of the reputation management goals and objectives to promote favourable customer experiences, growth and sustainability of the organisation. Recent advancements in technology and the forces of globalisation have introduced a new category of organisation reputation which is the social media. The social media has been used by different organisations in monitoring reputation through stakeholder engagement (Shivin&Kleyn, 2017).

2.4. Measurement of Organisational Reputation

Organisational reputation has an intangible value for the organisation even though it is hard to measure or express it financially (George, 2016). However, there are different aspects that can be analysed in the measurement of organisational reputation. Perceptions of control and management can be used in the measurement of organisational reputation. In addition, the quality of services and decisions of the organisations can also measure organisational reputation. Analysis of different stakeholders can provide sufficient information and indicators for measuring

organisational reputation. Additionally, Li (2016) establishes that reputation can be measured against the brand. Reports on reputation can also be analysed to measure organisational reputation. Besides, trust and damages that occur in the organisation can also be good measures of organisational reputations.

2.5. The Relationship between Organisational Reputation and Image

Organisation image is an essential concept that is interrelated with organisation reputation. The organisational image is the totality of all the views and perceptions that different stakeholders hold about the organisation (Nicolo, 2015). However, these views and perceptions may not necessarily be true as they are formed in the mind of a stakeholder according to their experiences with the organisation or its products and services. Organisation reputation is closely connected with organisation behaviour, communication, and appearance (Ghosh, 2017). On the other hand, the organisation image is also connected to these factors. According to Nicolo (2015), organisation image acts as a source of information for the organisation on stakeholder's perceptions, views, and opinions about different activities that take place in the organisation. This information is used by the organisation to enhance its long-term growth, survival, and sustainability in the business environment. For instance, stakeholder's experiences generate information to the organisation on how to manage or enhance certain activities or services in its operations. This is shown in the figure 6 below:



Figure 6: Relationship between Organisational image and reputation

Additionally, organisation image can be constructed through the experiences of different stakeholders. Evaluation of organisational cultures also shows that organisation image is interconnected with organisation reputation because they all depend on the principles, norms, and values that are developed and implemented in the organisation per the organisation culture (Maor et al., 2013). Additionally, organisation image acts as the organisation personality to different stakeholders in the business environment. According to Daugirds (2013), the primary role of the organisation image is to create positive perceptions and attitudes among different stakeholders towards the organisation. Organisation image is a fundamental element that influences the organisational reputation greatly in the business environment. External stakeholders such as customers, supplier, and investors among others are instrumental in influencing organisation image. However, Li (2016) establishes that their perceptions are greatly influenced by employees within the organisation. For instance, positive customer service delivery or the overall employee attitude and behaviour promote the creation of a positive organisation image among customers and other stakeholders.

2.6. The Importance of Organisational Reputation

Analysis of the various definitions and categories of organisational reputation shows that organisational reputation is a source of value added to the organisation, its operations and stakeholders (Ghosh, 2017). In addition, it is an intangible asset that contributes towards the enhancement of the organisation financial assets. Organisational reputation is also used to generate information to

the organisation on how to promote organisational growth and sustainability in the changing business environment. Additionally, it creates awareness within the organisation on how different stakeholders perceive the organisation. According to Dragomir et al. (2015), this enables the organisation to develop and implement effective strategies for improving their services. For instance, effective marketing campaigns and strategies are developed from the information and views of different stakeholders in the business environment. Besides, organisational reputation contributes towards the enhancement of communication channels in the business environment. Consequently, competitiveness is also created by many organisations through organisational reputation.

2.7. Organisational Reputation Risk

Reputation risk is usually the possibility of the organisational reputation value decreasing or being damaged in the business environment (Daugirdas, 2015). Organisations need to identify the key drivers of their reputation and manage them to avoid reputation risk. For instance, an incident that has the capacity of reducing trust among different stakeholders in the organisation should be controlled, managed and monitored continuously in the organisation. Reputation damage is costly for the organisation because it influences the decisions, behaviours, and actions of different stakeholder groups (Ramos-Gonzales, 2017). Additionally, the management of stakeholder's expectations in the organisation is also essential in the management of reputation risks. According to Gillad et al. (2015) stakeholder mapping is very useful in controlling actual and the future expected the behaviour of different stakeholders, and this promotes effective management of reputation risk. The table 1 below shows the different risks that are associated with organisational reputation under different stakeholder groups.

Table 1: Stakeholder Group and the expected Reputation Risk (Gilad et al., 2015)

Stakeholder Group	Reputation Risk
Shareholders and Investors	<ul style="list-style-type: none"> • Failure to effective management of the organisation • Delivery of effective results • Failure to offer competitive services
Employees	<ul style="list-style-type: none"> • Failure to follow organisational principles and norms • Failure to follow ethical standards • Poor customer service delivery
Suppliers and Agents	<ul style="list-style-type: none"> • Failure to pay suppliers and agents • Poor honouring of contracts • Failure to cooperate with supplier and agents
Customers	<ul style="list-style-type: none"> • Failure to meet the needs and expectations of customers • Poor customer service delivery • Lack of quality in products and services
Regulators	<ul style="list-style-type: none"> • Failure to meet regulatory standards • Failure to act responsibly in the business environment • Poor relations between stakeholders

2.8. Reconstructing Organisational Reputation

Managing organisational reputation is a challenging issue in many organisations because organisations do not control or manage reputations. According to Lange et al. (2010), organisation stakeholders control and manage the reputation in many organisations. Additionally, some forms of reputation risks and threats are beyond the organisation management, and therefore Nicolo (2015) suggests that it is necessary to ensure that organisations learn how to reconstruct organisation reputations because reputation damages can occur anytime. Management of the organisational reputation is also a continuous process because the global business environment is always changing or taking different dimensions and directions (Waerass & Byrkjeflot, 2012). Reconstruction of the organisational reputation begins with the development of a new public profile for the organisation, which Gillad et al. (2015) argue that it generates positive attention, attitudes, perceptions, and information about the organisation. The organisation also involves all stakeholders in the formulation and implementation of organisational reputation management and control measures.

In some organisations, the organisation culture is also modified to be in line with the organisational reputation goals and objectives (Nicolo, 2015). The building, management, and evaluation of reputation networks are also conducted within the organisation with the aim of reconstructing the overall organisation reputation. Additionally, new communication channels and tools are introduced in the organisation to promote information generation between different stakeholders in the organisation, which according to Ramos-Gonzales et al. (2017) promotes the implementation of better ways of addressing the needs and interests of different stakeholders. In addition, the building of trust between the organisation and its stakeholders also promotes the reconstruction of organisational reputation (Shivin & Kleyn, 2017). For instance, timely honouring of suppliers contracts, production of goods that meet customers' needs and addressing the needs of employees among others. Promotion of positive behaviour and ethical standards within the organisation can also be useful in the improvement of organisational reputation. This enables the organisation to successfully address the issues that led to reputation damage or those act as threats to organisational reputation.

The chapter has presented different discussions on the various concepts and categories of reputation through the assessment of different elements and the importance of reputation to the organisation. Additionally, the chapter has evaluated organisational image and reputation risks and how they are related to organisation reputation as well as their influence on the organisation. Analysis of this variable lays a strong foundation for this study.

CHAPTER 3

RELATIONSHIP BETWEEN REPUTATION AND ENGAGEMENT

Organisational reputation is fundamental in organisations in the current society because it promotes organisation stability, growth, development, and sustainability in the changing business environment, which according to Shirin and Kleyn (2017) is expected to keep changing due to the unpredictability of the business environment as well as different markets in the world. Employee engagement is linked with organisational reputation because it is essential in creating, maintaining and sustaining the organisation reputation. For instance, employees who are satisfied with their operations in different organisations usually take pride in their work as well as the organisation and they are always committed towards the realisation of the organisation goals and objectives. In this case, engaged employees perform better than other employees within the organisation, and they act as brand ambassadors for the organisation in the business environment because they are proud of their organisation, which Daugirdas (2015) argue it is essential for organisation growth and sustainability.

Organisation reputation is the most fundamental aspect of the organisation according to Dragomir et al. (2015) it determines the level of growth and sustainability for the organisation as well as the ability of the organisation to attract and retain its employees as well as other stakeholders such as customers. Many scholars and organisations that have evaluated the issue of organisational reputation have established that organisations that have a poor reputation in the contemporary society have bad image and publicity and according to Shirin and Kleyn (2017), this can lead to the failure or collapse of the organisation. Here, it is clear that without organisational reputation, an organisation can be ruined and considering the many new entrants in the business environment, organisational reputation can be used to create competitiveness in the business environment. In this case, organisational reputation is the totality of all the opinions, viewpoints, beliefs ideologies and other philosophies that employees, customers, and other stakeholders hold about the organisation.

Additionally, organisations have a daily obligation of protecting their reputation and Aninkan and Oyewole (2014) state that the organisational employees play the major role in the daily organisational reputation protection in the business environment. Consequently, the totality of all the past events, decisions and actions of the organisation influence the organisation reputation which Shamma (2012) established that over time, an organisation could build or destroy its reputation because each decision, action, and event creates a certain perception among stakeholders which eventually builds the organisational reputation. Additionally, the total appraisal of the organisation by different stakeholders such as employees and customers in the business create the organisation reputation which according to Lange et al. (2010), is measured using the stakeholder's perceptions rather than the specific characteristics or features of the organisation.

In this context, organisation reputation is a strategic and valuable asset that creates value for the organisation under all aspects. In the context of the institutional framework, organisational reputation is the totality of all the behaviours, actions and decisions that stakeholders notice within or outside the organisation that creates a specific perception among the organisation stakeholders. Indeed, it is essential to note that different organisational stakeholders hold different perceptions and views about the organisation. For instance, some stakeholders may build their perception about the organisation according to what they hear from different sources while according to Parent and Lovelace (2015); some stakeholders build their perceptions about the organisation according to their experiences within or outside the organisation as well as through the use of the organisation products or services. These divergent views may influence their interactions with the organisation, its goods, and services.

Organisational reputation protection and sustainability is therefore significant because it influences all aspects of the organisation. Research conducted by Adeosun and Ganiyu (2013) established that many organisations do not value organisation reputation as they value profitability or market expansion. However, a recent study by Shrin and Kleyn (2017) has established that organisations are now focusing on organisational reputation because they have recognised that despite it being an intangible asset, it plays a fundamental role in the transformation of the

organisation especially in profitability, revenue generation, growth, competitiveness, and sustainability. Therefore, organisations are focussing on ensuring that they create a good image and publicity among all stakeholders in the contemporary society to enhance their performance in the business environment.

Additionally, organisational reputation has been promoting the achievement of the organisation goals and objectives in the business environment. An analysis that was done by Li et al. (2016) in the market found that many organisations in the world today are maximising on organisational reputation in the creation of a sustainable competitive advantage in the business environment. An excellent reputation is, therefore, a necessity in the modern organisations because as stated by Golgeli (2014), organisation reputation is a strong pillar that holds the organisation in the short term and long term basis in the business environment. Additionally, research carried out by Dragomir et al. (2015) found out organisation stakeholders, especially customers and employees; prefer organisations that have a positive and excellent reputation. In this case, employee engagement is therefore linked with organisational reputation, and it is a fundamental concept that influences organisational growth, development, and sustainability.

Parent and Lovelance (2015) have defined employee engagement as the commitment and focus of employees towards the accomplishment of the organisational goals and objectives. Therefore, the building a positive outlook in the organisation promotes employee engagement. Moreover, Vorina et al. (2017), defines employee engagement as the process of directing the physical, emotional and cognitive energies of employees towards the achievement of the organisation goals and objectives. Therefore, employee engagement is closely related to organisational reputation because organisational reputation can be built or destroyed by the events, decisions or actions of employees in the organisation. Evaluation of organisational reputation and employee engagement shows that these are two concepts that are very essential for the growth, development, and sustainability of the organisation. Nada and Singh (2016) established that organisation reputation, and employee engagement are two interconnected corporate assets that directly influence organisational competitiveness and revenue

generation. Additionally, Chandani and Mehta (2016) found that organisational reputation influences directly on employee engagement in the organisation.

On the other hand, Osborne and Hammoud (2017) support this by stating that the organisation image affects employee commitment within the organisation. Accordingly, organisations that have a positive reputation in the business environment have extremely motivated, loyal, committed and trustworthy employees. According to Kaliannan and Adjovu (2015), this is essential for the retention and attraction of skilled and qualified employees within the organisation. The organisation employees also focus on the realisation of the organisation vision, goals and objectives because they have pride in the organisation as well as in their operations.

H1: There is a relationship between employee engagement and organisation reputation.

In this case, emotional commitment, physical energies and employee's thoughts, beliefs and behaviours within the organisation form the basis of employee engagement, and this has a positive relationship with organisational reputation. According to Al Shehri (2017), employee engagement leads in the development of different perceptions, beliefs, attitudes, and behaviours among different organisational employees that promote employee motivation and focus towards the achievement of the organisational goals and objectives. Organisational reputation is essential in the development of these perceptions, and it enables employees to develop a state of mind that is focussed towards the realisation of the organisational goals and objectives. According to Somasekharan and Kumathadevi (2017), the employee engagement promotes effectiveness in the completion of different job activities at the workplace.

Organisational reputation plays a major role in the accomplishment of these employees' roles and responsibilities at the organisation. On the other hand, Daugirdas (2015), states that employees focus their energies in organisations that have a positive reputation and generally have a positive image in the business environment. Additionally, they strive to enhance their physical capacities for the accomplishment of the organisational goals and objectives. Organisation reputation

plays a significant role in the determination of employee behaviours and beliefs in relation to their commitment towards the accomplishment of the organisation goals. Additionally, organisational reputation determines the beliefs that employees develop towards the organisation and they can contribute towards the accomplishment of the organisational goals and objectives, and if the organisational reputation is negative, it leads to failure in the achievement of organisational goals and objectives.

This hypothesis shows the relationship that exists between employee engagement and organisational reputation:

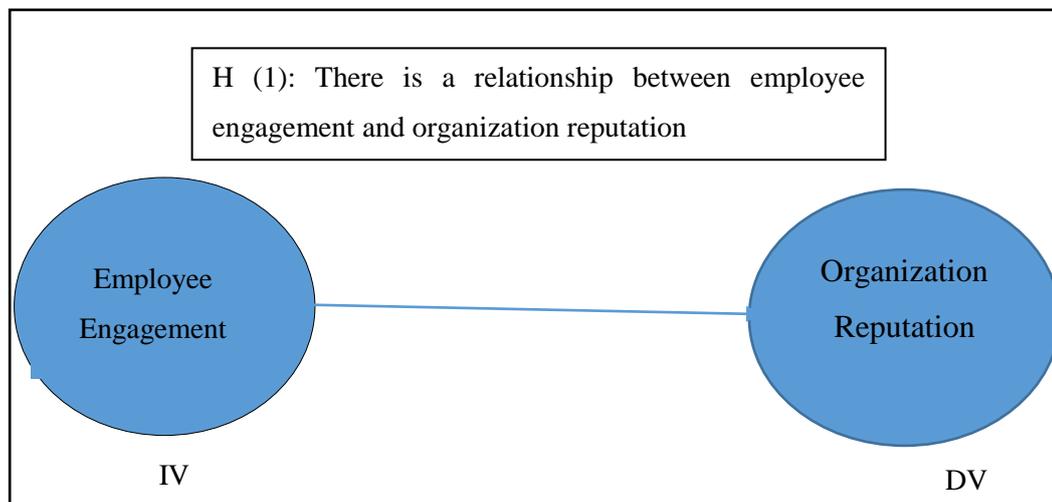


Figure 7: Theoretical Model

This chapter has evaluated the relationship that exists between employee engagement and organisational reputation. It has also evaluated the different hypothesis under this study as well as the theoretical model that has been developed for this study. The next chapter seeks to give the methodology that will be followed in the data collection, analysis, and interpretation on the establishment of the relationship that exists between employee engagement and organisational reputation.

CHAPTER 4

METHODOLOGY

4.1. Research Design

Research studies require research designs because they promote the successful production of reliable and accurate conclusions (Pruzan, 2016). In this case, it is fundamental for researchers to identify the most effective research design for approaching a research study for the accomplishment of the research aim and objectives. Additionally, research designs promote the systematic analysis and observation of the research questions and the overall research problem. According to Long (2014), research design is the strategy that a researcher adopts for integrating different variables and components of the research study in a systematic and logical manner to promote effectiveness in addressing the research questions and problem. It also constitutes the overall strategy of data collection, measurement, presentation and analysis, which Gupta (2013) states that it is essential for the critical examination of the research problem and other components of a research study. In this case, an effective research design ensures that all aspects of the research that can affect the research findings are well analysed and evaluated. There are different approaches that a researcher can adopt for a study. According to Pavan and Kulkarni (2014), the two main research approaches that can be used in a research study are the qualitative research approach and the quantitative research approach. These approaches are fundamental in ensuring that the research study is successful and the research problem and objectives are addressed fully in the study.

Qualitative research approach is exploratory in nature and it provides a better understanding of opinions and motivations as well as the underlying reasons in a research study. Additionally, it provides in-depth insights on the research problem as well as the development of research ideas and hypotheses. According to Pruzan (2016), it is mainly used for new constructs that require deeper analysis and exploration of research concepts. Additionally, it identifies the correlation that exists between research and theories thus it generates new theories. It also ignores the research practices used in positivism and other natural scientific approaches, designs and models. On the other hand, quantitative research approach is a well-

structured approach of collecting data and analysing the data from a wide range of data sources. According to Daniel and Sam (2015), this approach uses different computational, statistical as well as mathematical systems and tools to derive the research study results. It is also fundamental in the description and measurement of well outlined and defined constructs which are mainly in existence during the research study. Besides, the approach is essential in the quantification of the collected research data and Wisdom, Cavaleri, Onwuegbuzie, and Green (2012) state that it adopts the deductive approach for the effectiveness in the correlation of the research data and the existing theories, thus, the study uses the practices of positivism.

The researcher assessed the variables of the study against the two approaches and the study selected the quantitative approach. The rationale for this research method was informed by the operationalization of these variables into quantitative measures by previous researchers. In this regard, previous researchers have relied on quantitative research methods to evaluate the concepts of engagement and reputation. These concepts can be measured numerically through the various computations, statistical analysis and mathematical tools. In this case, numerical scales can be used effectively in the study. For instance, Formbrun, Gardberg, and Server developed the reputation quotient with the objective of statistically evaluating the reputation variable from different stakeholders (as cited in Carreras, Alloza, & Carreras, 2013). The case is the same for the employee engagement variable that was conceptualised into weighted personal engagement scale consisting of eighteen elements by Rich et al. 2010 (as cited in Imperatori, 2017). Hence, these variables have been evaluated and conceptualised by different scholars into scales weighting different elements that consist either variable.

The examination of the available literature enhanced the process of identifying the essential concepts or themes that have been explored in this study. Available literature was also fundamental in the description of the study objectives, aims, scope and other aspects which according to Pruzan (2016) is essential for the success of a research study. Additionally, the research study has been conducted through the assessment of the primary and secondary data which is highly supported by quantitative research approach. Evaluation of the existing knowledge is essential

because it helps in examining the relationship that exists between reputation and engagement.

The study researched, evaluated and analysed secondary data on the relation between employee engagement and organisational reputation. According to Wisdom et al., (2012), secondary data is the totality of all the existing information that is gathered and analysed in a research study for a specific purpose. The researcher having gathered and analysed the secondary data in the previous chapters, focuses on the primary researcher in this chapter. Long (2014) defines primary research as the process of collecting and analysing data from the field of study to convert it to a meaningful information for a specific purpose in a research study. The use of the primary data in this research was to establish well-structured and clear meaning for the correlation between employee engagement and organisational reputation.

4.2. Sample and Procedure

Olibya Global Company was used as the case study in this research study. The Company was selected because it manages its business in 18 African countries and it has over 3000 branches in these countries thus it was a perfect fit for this study in the examination of the correlation between employee engagement and organisational reputation (Oilibya, 2018). Additionally, the organisation provided a wide range of respondents who helped the researcher to collect and analyse reliable information on the issue of employee engagement and organisational reputation. The organisation has 1500 diverse employees and it generates over 20,000 indirect jobs with its products and services being used by over 250,000 customers every day (Oilibya, 2018). In this thesis, the researcher identified the 1500 employees as the population for the entire research study. According to Pruzan (2016), the research population is the collection of all the individuals who have similar characteristics and are used as participants in a research study. However, due to the limitations of the study, the researcher settled for a smaller number of participants from the research population.

Sampling is a well-defined process that is used in research studies statistical analysis where Gupta (2013) states that respondents with certain predetermined

observations are selected from the research population. The stratified random sampling method was used in the sampling process in this study. It was easier to use this method considering all the participants in the Oilibya global company are affected by this study variables thus they all qualified for participation in this study. However, the researcher used different criteria's for qualification for this study. The main criterion was to ensure that all the participants are employees of Oilibya global company. The employees were also required to be working on permanent and contractual basis. The researcher used a sample of 290 employees which according to Pavan and Kulkarini (2014) is more than the required 100 respondents required to make inferences on the entire research population from the research sample. However, the researcher had initially aimed at studying 350 respondents but due to the on-going war in Tripoli, Libya, during the data collection phase, the researcher focussed on 290 participants in this study.

The researcher monitored and supervised the entire recruitment process for the participants of this research to ensure that the research findings were reliable, accurate and free of any form of biasness. After the identification of the 290 participants in this study, they were involved in the process of filling the questionnaires. The questionnaires aimed at capturing the perceptions and opinions of employees on the concept of employee engagement and organisation reputation. Prior to the data collection process, the participants were informed that the study was voluntary, therefore free. Additionally, they gave their consent for the participation in this study. All the participants used in this study work for at least 20 hours every week at the Oilibya global company. These participants formed a good sample for representing the entire 1500 employees of Oilibya global company. Additionally, both male and female genders were involved in this study to facilitate the collection of data from a wide range of view point.

4.3. Main Aim and Scope

The primary aim of the research study was to examine the correlation that exists between employee engagement and organisation reputation. This assessment was conducted through the assessment of employee engagement and how it is related to organisation reputation. In this case, the study proposes that there is a

direct relationship between employee engagement and organisation reputation. Here, employee engagement leads to the building of a positive reputation for the organisation in the business environment which on the other hand enhances employee satisfaction, retention and attraction to the organisation. Therefore, the study also aimed at the analysis of employee engagement to establish its relationship with organisation reputation. In this case, the study proposes that employee engagement shares a relationship with organisation reputation.

As stated earlier, the study used Oilibya global company for the primary data collection. In this case, the collected data was evaluated against the existing literature and the study was aiming at closing the knowledge gaps that exists on the issue of employee engagement and organisation reputation. Additionally, the approaches used in this study are effective in the collection and analysis of reliable and accurate data which can be added to the existing information and literature. In this case, the study will expand on the existing literature on employee engagement within organisations through empirical evidence introduced by this study on employee engagement. This will enable organisations to learn new strategies of enhancing employee engagement at the workplace. This will add to the body of existing literature because as stated earlier there is limited research that has been carried out on the concept of employee engagement because it is a developing concept in many organisations. On the other hand, new knowledge will be introduced on organisation reputation as well as the various ways in which employee engagement is related to organisation reputation. Here, new approaches will be introduced on how organisations can promote engagement among their employees for the creation of sustainable organisation reputation.

4.4. Research Question

The research study was steered by this research question:

1. What is the relationship between employee engagement and organisation reputation?

4.5 Data Analysis

Descriptive statistics analysis was used to examine the study hypothesis. This described the data that was collected from the study. This was also used in testing

the reliability and validity of the data that was collected in this study. Correlation analysis was also used in the statistical evaluation of the study for establishing the relationship between employee engagement and organisation reputation. This mainly focussed on measuring the relationship between these two variables numerically. This aimed at proving if the null hypothesis was true or the alternative hypothesis in this study.

4.6. Measures

The research study mainly evaluated two main measures which were; employee engagement and organisation reputation. These measures are fundamental for the testing of the findings of the study to promote reliability and accuracy of the study findings.

The analysis helps in the reduction of the irrelevant data. To conduct a proper correlation the 38 variables must be reduced to a smaller set of factors that capture the patterns in the data. This helps in focusing attention on core elements rather than redundant attributes.

At the organization reputation in which the survey is applied, it is seen at the end of T-test and correlation Analysis of the Scale that the efficiency is (0.901). This high level makes T-test and correlation Analysis applicable.

Hypothesis Testing

The procedure for hypothesis testing was as follows:

i. Stating the Null and Alternative Hypothesis

The null hypothesis (H_0) states that: employee engagement does not have a relationship with organisation reputation. The alternative hypothesis (H_1) states that: There is a relationship between employee engagement and organisation reputation.

ii. Setting the Alpha (α) Level (Level of Significance)

The level of significance is the possibility of rejecting a true null hypothesis (Type I Error). The level of significance that has been used in this research is .05. This means that the chances of committing a Type I Error are at 5% which is a small

number. An alpha level of 0.5 also gives us a 95% confidence interval. This means that you can be 95% certain that the values are a true representation of the population.

iii. Test Statistics

The statistical tests that were carried out on the data were Pearson Correlation, T-test, and One-Way Analysis of Variance.

iv. Conclusion and Interpretation

Here the results will be reported and explained in the simplest terms that can be easily understood in a layman's language.

4.5.1 Employee Engagement

The first measure in this study was the employee engagement. The establishment of this measure required the analysis of the elements and factors that influence employee engagement. According to Lin and Ping (2016), measurement of employee engagement requires the analysis of the primary elements of employee engagement which are motivation, loyalty, trust and communication. Therefore, this measure analysed these elements for the reliability and accuracy of this study. The questionnaire used in this study had five responses, strongly agree, agree, neither agree or disagree, disagree and strongly disagree. In this case, all the participants in this study were requested to rate their levels of engagement in the Oilibya global company using this 5-point Likert scale. This scale established the level of employee engagement in the organisation. It is essential to note that the reliability estimation for the scale and the sample used in this study was at 95 which according to Long (2014) is a good estimation value for a reliable and accurate research study and it promotes consistency in the measurement of a specific variable. An eighteen scale item was used for employee engagement measurement.

Table 2: Questions used in the scale for measurement of employee engagement

❖ Employee Engagement.	Strongly disagree	disagree	Neither agree nor disagree	agree	Strongly agree
I work with intensity on my job.	1	2	3	4	5
I exert my full effort to my job	1	2	3	4	5
I devote a lot of energy to my job	1	2	3	4	5
I try my hardest to perform well on my job.	1	2	3	4	5
I strive as hard as I can to complete my job.	1	2	3	4	5
I exert a lot of energy on my job.	1	2	3	4	5
I am enthusiastic about my job.	1	2	3	4	5
I feel energetic about my job.	1	2	3	4	5
I am interested in my job.	1	2	3	4	5
I am proud of my job.	1	2	3	4	5
I feel positive about my job.	1	2	3	4	5
I am excited about my job	1	2	3	4	5
At work, my mind is focused on my job.	1	2	3	4	5
At work, I pay a lot of attention to my job.	1	2	3	4	5
At work, I concentrate on my job	1	2	3	4	5
At work, I focus a great deal of attention on my job	1	2	3	4	5
At work, I am absorbed in my job.	1	2	3	4	5
At work, I devote a lot of attention to my job	1	2	3	4	5

According to table 2 above, the questions used in the scale for measurement of employee engagement:

4.5.2 Organisation Reputation

Organisation reputation was the second measure used in this study and it was essential in this study for the success of the study. 20 items were used in the scale for the assessment of organisation reputation. The items are well structured and organised for easier measurement of the organisation reputation from the perception of employees at Olibya global Company. As in the case of employee engagement, the researcher used the 5-point Likert scale in the measurement of organisational reputation. Here, the scale ranged from strongly disagrees, disagree, neither agrees or disagree, agree and strongly agree. This scale captured all the responses that were given by the respondents in this study. The 20 item scale is shown in the table 3 below.

Table 3: Organisation reputation measurement.

❖ Organisation reputation	Strongly disagree	disagree	Neither agree nor disagree	agree	Strongly agree
I have good feeling about the company.	1	2	3	4	5
I admire and respect the company	1	2	3	4	5
I trust the company	1	2	3	4	5
My company stands behind the	1	2	3	4	5
My company offers high-quality	1	2	3	4	5
My company develops innovative	1	2	3	4	5
My company offers products/services that are good	1	2	3	4	5
My company has excellent leadership	1	2	3	4	5
My company has a clear vision of the future	1	2	3	4	5
My company Recognizes/takes advantage of market opportunities	1	2	3	4	5
My company is well managed.	1	2	3	4	5

Table 4 (continued)

My company is a good company to work for	1	2	3	4	5
My company has a good employee	1	2	3	4	5
My company has record of profitability	1	2	3	4	5
My company looks like a low risk investment	1	2	3	4	5
My company has strong prospects for future growth	1	2	3	4	5
My company tends to outperform its competitors	1	2	3	4	5
My company support good causes	1	2	3	4	5
My company environmentally responsible	1	2	3	4	5
My company treats people well	1	2	3	4	5

In summary, the chapter has provided the methodology that was applied in the execution of this research study. The chapter has stated the research approach that was used as well as the sampling and procedures followed in this study. On the other hand, the research aim and questions have been identified and linked effectively with the measures that are used in the study for testing the research hypotheses. Overall, the chapter has presented the data collection methods for reliability and accuracy of the findings of this study which are discussed in the next chapter.

CHAPTER 5

FINDINGS AND DISCUSSION

5.1. Findings

5.1.1. Introduction

A research study was carried out to establish if there is a relationship between employee engagement and organizational reputation. Employee engagement is the extent to which employees are devoted to the tasks at hand whereas organizational reputation refers to how positively people view an organization. Reputation is everything to an organization. Without a reputation an organization cannot make profits. The study was carried out on a population size of 290. In order to increase the accuracy, reliability, and validity of the results it was decided that the sample size also be 290. Given that several variables were merged to form the two main variables (employee engagement and organization reputation), a correlation and T-test analysis had to be conducted.

5.1.2. Assumptions

During the data analysis, the following assumptions were made: First, it was assumed that there are no outliers in the data. The sample size was assumed to be enough. Thirdly, it was assumed that there is no perfect collinearity between the variables. The fourth assumption is that of homoscedasticity. Homoscedasticity is an alternative term for same variance. It was assumed that there was no homoscedasticity between the variables. It has also been assumed that the data was measured on an interval scale; that is, the variables are continuous variables.

5.1.3. Determining the Relationship between Variables

For the research to be complete and successful, a research question had to be formulated. This is the research question: is there a relationship between employee engagement and organisation reputation. From the research question, we can clearly see that employee engagement in the independent variable and organization reputation is the dependent variable. The research question is the basis of hypothesis testing. To answer this question, the researcher created the null

hypothesis to test whether the alternative research hypothesis will be accepted or rejected. The researcher hypothesis statement was as follows:

Hypothesis 1

Null hypothesis (H_0) – There is no relationship between employee engagement and organisation reputation.

Alternative hypothesis (H_1) – There is a relationship between employee engagement and organisation reputation.

5.1.4. Demographics

Table 5: Frequency Table for the Demographics Data

Valid	Demographic Data	Frequency	Percent
Gender	Female	84	29.0
	Male	206	71.0
	Total	290	100.0
Age Groups	20-29	23	7.9
	30-39	113	39.0
	40-49	99	34.1
	50-59	47	16.2
	Above 60	8	2.8
	Total	290	100.0
Education Level	Diploma	13	4.5
	Bachelor	174	60.0
	Masters	71	24.5
	PhD	15	5.2
	Other	17	5.9
	Total	290	100.0
Marital Status	Single	76	26.2
	Married	190	65.5
	Divorced	24	8.3
	Total	290	100.0
Type of Work	Full-Time	246	84.8
	Part-Time	39	13.4
	Consultancy	5	1.7
	Total	290	100.0
Status of Work	Contracted	127	43.8
	Permanent	163	56.2
	Total	290	100.0
Position at Work	Top Management	15	5.2

Table 4 (Continued)

	Department/Unit Head	50	17.2
	Department/Unit Employee	219	75.5
	Other	6	2.1
	Total	290	100.0
Happy Working in Sector	Yes	183	63.1
	Priority	94	32.4
	No	13	4.5
	Total	290	100.0

The demographics data shows the breakdown of the data that was collected from the field by the researcher for this thesis. Both the male and female genders participated in this research. The researcher aimed at established the differences by the opinions of male and female participants to establish if they affect employee engagement and organisation reputation differently. The male participants were more than the female participants and this can be attributed to the industrial conditions and environmental conditions in Libya. For instance, due to war it is likely that most female employees at Oilibya were absent from work. As shown in the demographics table, 84 of the participants were female while 206 of the participants were male.

The participant's responses were also distributed according to their age groups. The age groups were five and they were divided under 9 years interval from 20 years to 60 years. The most number of participants at 113 were aged 30 years to 39 years, while 99 were aged 40 years to 49 years. 47 of the participants were aged 50 years to 59 years. 23 participants were aged 20 years to 29 years while 8 participants were aged above 60 years. Education levels were other criterion that was used in the analysis of the data that was collected because the researcher knew that data would vary according to education level of the participants. This was important because it would give mixed opinions that promote the reliability and accuracy of the data collected. 174 participants had a bachelor degree, 71 had a master's degree, 17, did not specify their education level, 15 had a PhD, while 13 had a diploma. Marital status of the participants was also evaluated and it was found

out that 190 of the participants were married, 76 were single, while 24 were divorced.

The participants working on full time basis were 246, 39 were working on part time basis, while 5 of the participants were working as consultants. The position of the participants at their work was also evaluated. 15 were working under the top management, 50 were department heads, 219 were working as employees under different departments, while 6 did not specify. The satisfaction of the employees with their work under this sector was also assessed using their level of their happiness with their work. The participants that are happy with their work were 183, while 12 were not happy. On the other hand, 94 considered their work to be a priority.

However, before the hypothesis testing, the data was tested for reliability and validity. Cronbach's Alpha was the preferred choice for testing for reliability. Below are the outputs from the Cronbach's Alpha test:

Table 6: Case processing summary, a. Listwise deletion based on all variables in the procedure

Case Processing Summary			
		N	%
Cases	Valid	290	100.0
	Excluded ^a	0	.0
	Total	290	100.0

Table 7: Reliability Statistics

Reliability Statistics	
Cronbach's:	
Alpha	No of Items
.997	38

Table 5 shows the number of cases to be 290 (which was the sample size). This means that 100% of the sample was tested for reliability. Table 6 indicates that

there were 38 items that produced a Cronbach's Alpha value of .997. A number greater than .70 is considered to have a high level of internal consistency. Therefore, .997 portrays a high level of internal consistency.

When an instrument is found to be reliable that does not confirm its validity. A test has to be carried out to ensure that the data is valid. Validity ensures that the instrument measures what it is supposed to. Pearson's correlation was used to test for validity. If the correlation value (r) is found to be greater than .03 ($r > .03$) the data will be regarded valid, otherwise, it will be regarded as invalid. Below is the SPSS output for the correlation.

5.2. Testing, Analysis and Results

Correlation tested whether there was a relationship between employee engagement and reputation of the organization especially the effect of employee engagement on organization reputation. Below is an SPSS output of Pearson's correlation.

Table 8: Correlation Between the variables of Employee Engagement and Organization reputation

		RQ Mean
EQ Mean	Pearson Correlation	.420**
	Sig. (2-tailed)	.000
	N	290

The hypothesis of the research on the relation between employee engagement and organizational reputation is examined with correlation analysis. The analysis shows a medium level positive correlation (Pea.Cor: 0,420; Sig.p. 0,000) between employee engagement and organizational reputation, and therefore the hypothesis "H₁: There is a relationship between employee engagement and organisation reputation" is verified. The Pearson correlation results in this case prove that organisations that create and sustain their reputation and good image in the business environment and among different stakeholders is able to attract, retain, and satisfy its employees. This results in an increase in employee engagement at the organisation facilitating an increase in employee efficiency, productivity, and the

overall organisation performance. The results also clearly show that employee engagement and organisation reputation are vital within the organisation and their relationship determines the growth and sustainability of the organisation.

Table 9: T-test analysis showing the influence of gender on the research variables

T-test	Gender	N	Mean	Std. Deviation	t	Sig. p
Employee Engagement	Male	206	3,9819	.57449	-8.55	0.377
	Female	84	4,0476	.56977		
Organisation Reputation	Male	206	3,1320	.72755	0.288	0.255
	Female	84	3,0107	.76269		

The T-test analysis above shows the influence that gender has on the relationship between employee engagement and organisation reputation. The results shows that employee engagement is not influenced by gender in any way as the physical, emotional, and cognitive engagement of an employee is determined by other factors at the organisation. This is clearly shown by the t value which is -0.855. On the other hand, organisation reputation seems to be influenced by gender. This can be attributed by the differences in perceptions, attitudes, behaviours, and opinions among the different organisation stakeholders. This is shown by the t value which stands at 0.288.

5.3. Conclusion

From the above analysis, it is clear that in this cases that the null hypothesis has to be rejected and the study has to go with the alternative hypothesis. Considering that the alternative hypothesis is true, this can be shown below:

Hypothesis 1

Null hypothesis (H_0) – There is no relationship between a positive organisation reputation and employee engagement – Reject.

Alternative hypothesis (H_1) – There is a relationship between employee engagement and organisation reputation – Accept.

In summary, it is clear that organisations need to ensure that they increase their employee engagement for facilitating an increase in organisation reputation. In this study, all the assumptions of the study have been realized and the data used in this analysis is free from errors and therefore the findings of the study are reliable and valid.

Employee engagement is linked with organisational reputation because it is essential in creating, maintaining and sustaining the organisation reputation. In this context, employees with a high level of engagement are likely to promote good organisational reputation. In addition, organisation growth and sustainability is mainly depended on employee engagement and its reputation in the market. The performance of employees is also determined by the employee's level of engagement at the organisation. This is also linked to the organisation reputation. Organisation reputation also shares a relationship with employee engagement because it determines the ability of the organisation to attract and retain qualified, skilled, and talented employees.

The organisation reputation also has a relationship with employee engagement because employees may spread different opinions, philosophies, and viewpoints about the organisation and this act as the basis for the organisation reputation. The organisation reputation is protected on a daily basis and the level of employee engagement determines the sustainability of the organisation reputation at the organisation. In this case, employee engagement can facilitate the creation of organisation reputation. As established earlier, organisation reputation is a strategic and valuable asset that creates value for the organisation under all aspects. Therefore, organisations should focus on ensuring that they create a good image and publicity among all stakeholders in the contemporary society to enhance their performance in the business environment because it enhances employee engagement.

In summary, it is clear that organisations need to ensure that they increase their employee engagement for facilitating an increase in organisation reputation. In this study, all the assumptions of the study have been realized and the data used

in this analysis is free from errors and therefore the findings of the study are reliable and valid.

CHAPTER 6

CONCLUSION AND RECOMMENDATIONS

6.1. Theoretical Implications

The study has established the relationship that exists between employee engagement and organisation reputation. Accordingly, the study presents different fundamental implications in the academic world. In Libya, researchers can borrow from this study and focus on how cultural differences can influence employee engagement and how this affects the organisation reputation. This finding acts as a foundation for other researchers to conduct further and in depth research on this area of study. Ghosh (2017) had established that organisation reputation is a new concept in many organisations; however, this study has established that organisation reputation has been in existence and many organisations and studies failed to identify it because they failed to establish the connection that exists between organisation reputation and employee engagement. In this case, organization reputation is influenced by the employee perceptions, attitudes and behaviours.

On the other hand, employee engagement determines the employee attitudes, perceptions and behaviours. This thesis has established that employee engagement can affect the organisation reputation and it is essential to ensure that the positive emotional, cognitive and physical engagement of employee is created and sustained. This means that a negative employee engagement results in a negative organisation reputation and vice versa. This finding is essential because it shows the significant relationship that exists between employees and the organisation as well as other stakeholders. The finding also shows that organisations need to ensure that positive relationships and interactions should be sustained in the organisation for the creation and sustainability of a positive organisation reputation.

6.2. Managerial Implications

The study is also informative to current and future managers in organisations because it presents sufficient information that can be used for making informed decisions within the organisation. For instance, managers have learned that there

exists a relationship between organisation reputation and employee engagement. Therefore, it is necessary for managers to ensure that they develop effective strategies that can promote employee engagement within the organisation. This has a positive effect on the employee attitudes, behaviours and perceptions. Accordingly, this will transform the organisation reputation because it is one of the benefits that the organization derives from positive employee engagement within the organisation. Besides, good reputation and employee engagement leads to the organisation growth, development and sustainability in the business environment.

Managers should strive to ensure that employees are satisfied within the organisation because it affects the organisation reputation and vice versa. This is because satisfied employees will be motivated and focused on the execution of their tasks and responsibilities within the organisation. They will also feel proud of the organisation and this will enhance the organisation reputation. In addition, as established by Chandani and Mehta (2016), in the literature review in this study, the organisation productivity will increase as well as growth and sustainability in the business environment. Accordingly, individual employee performance will also improve. Therefore, managers need to ensure there is effective employee engagement in the organisation as well as positive reputation for the organisation.

6.3. Strengths and Limitations

The primary strength of this research study was the comparison that was made by the researcher between the existing literature and the collected data on the relationship that exists between employee engagement and organisation reputation. Additionally, the participants that were used in this study met all the criteria that the researcher was using and this promoted the reliability and validity of the study findings. Data was also collected from different participants with a wide range of opinions on this issue and this eliminated any type of bias that would have affected the study. The primary limitation that the research study encountered was in-stable environment during the data collection process due to war that was currently undergoing in the country where the study was conducted. For instance, the initial sample was 350 participants but this was reduced to 290 participants due to environmental and political instability in Tripoli, Libya.

6.4. Recommendations

This study has evaluated the issue of employee engagement and organisation reputation in a small scale basis. The study recommends that further researcher needs to be conducted on this area on a large scale basis. Additionally, the study recommends that there is a need to evaluate the factors that affect employee engagement and organisation reputation. This will add on to the existing literature on employee engagement and organisation reputation. Accordingly, it will help in closing the research and knowledge gaps that exist at the moment on this area of study.

The study also recommends that employee engagement should be evaluated against organisation reputation to determine how it contributes to social and economic development in the community. Further studies also need to be conducted on how employee engagement fosters growth, sustainability and innovation in organisations. This is because the study has established that employee engagement adds value to the organisation making it more successful in the business environment. Sustainable development policies and strategies need to be developed in relation to employee engagement and organisation reputation. In this case, studies need to focus on how organisations can promote stakeholder satisfaction for the achievement of the organisation reputation and positive image.

Overall, the study recommends that organisations need to promote effective networking among employees to improve on employee relationships, interactions and engagement for the achievement of organisation reputation. The organisation also needs to ensure that employees are valued, rewarded and recognised for the value that they add to the organisation. It is also recommended that managers should create trusted partnerships with employees to enhance their commitment and motivation towards the accomplishment of the organisation goals and objectives. The human resources also need to be managed responsibly through the adoption of the most effective governance practices and tools. It is also recommended that organisations need to ensure that awareness is created on the benefits that employee engagement brings to the organisation.

6.5. Conclusion

In summary, contemporary organisations have to appreciate the fact that employee engagement is a concept that is promoting organisation growth, development and sustainability in the business environment. Additionally, organisations cannot downplay the fact that organisation reputation is an essential determinant of their growth and sustainability. In this case, organisations should continuously monitor their internal and external environments to ensure that they gather sufficient and reliable information that can enable them to develop effective strategies that can promote employee engagement and organisation reputation. This will improve on employee commitment and motivation towards the organisation; therefore facilitating the realisation of the organisation goals and objectives. In addition, employees will act as brand ambassadors for the organisation promoting positive reputation and good image in the business environment.

The study has also established that employees are some of the major stakeholders in the organisation and they can determine the organisation reputation and image. In this case, it is essential for organisations to ensure that employees are supported and facilitated towards the realisation of their needs and objectives in the organisation. This will ensure that they are satisfied enhancing their commitment and motivation towards their operations. Besides, employees will be more innovative thus facilitating quality goods and services production and offering in the business environment. In return, this will improve on the organisation reputation in the market leading to customer retention, attraction and satisfaction.

There are different ways that organisations can use to promote employee engagement for the achievement of positive employee reputation. Offering training and development opportunities and fair payment to employees can promote their motivation to work thus making them more engaged. There is also a need to adopt an effective learning culture and flexible working environment with autonomy. Additionally, promoting cultural diversity promotes respect and accommodation of employees as well as fairness which is essential in enhancing engagement. Besides, transparency, integrity and honesty are essential in fostering employee engagement and this result in organisation reputation and positive image among other benefits for the organisation.

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Annex1: TIME PLAN

The tentative time schedule for the completion of the research is below.

Name of the Task	Beginning Date	Ending Date
Literature Review	5th July 2018	23rd July 2018
Survey Design	10th July 2018	25th July 2018
Survey Distribution	26th July 2018	2nd August 2018
Data Analysis	5th August 2018	15th August 2018
Integrating Statistical Results	17th August 2018	25th August 2018
Writing of the Conclusion and Review	27th August 2018	18th September 2018

Table 13: Time Schedule of the Thesis

Annex 2: PARTICIPANT INFORMATION SHEET

Study title: Establishing the Relationship between Employee Engagement and Organisation Reputation: Research in Oilibya Global Company

Lead investigator: Muhannad M Enbaya Contact phone number: +905439178613

You are kindly invited to this research study that seeks to evaluate the impact of organisational reputation on employee engagement with the employee identification as a mediator. The research findings are used solely for education purposes and improving practice in organisational performance based on the element of employee engagement. Therefore, you will be requested to provide some basic background as well as information on your views in relation to the variables under study.

The questionnaire, which is a self-completion questionnaire, will take less than an hour to complete. There are no foreseeable risks related to the current study. However, you must be of legal age to participate in the study and you are free to opt out of filling the questionnaire without any consequences. The benefits of the study will help the researcher understand the variables under study deeply.

Annex 3: ETHICAL CONSENT FORM

Participant name:

Title of Project: **The Impact of Employee Engagement on Organisation Reputation: Case Study of Oilibya Global Company**

Name of Researcher: **Muhannad M Enbaya**

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Please confirm by crossing the box

1. I, name, confirm to have understood this sheet for the study being undertaken after reading the contents and I comprehend every issue as clear and explained in a manner that is satisfactory.
2. To my understanding, this study is voluntary and I can withdraw from participating without any victimisation at any point.
3. I agree to take part in the above study.
4. I agree to fill the questionnaire provided

Signature of Participant Date

Researcher

Date

Signature of researcher

Annex 4: QUESTIONNAIRE

❖ Demographic Information

Gender

Male Female

Age 20 to 29 30 to 39 40 to 49 50 to 59 Above 60

Education

Vocational School Bachelor's Master's PhD Other

Marital Status

Single Married Divorced Other

Total years of employment in general (Please state as month)

Status at work

Contracted Permanent

Type of Work

Full time Part-time Consultant

Position at work

Top Management Department/Unit Head Department/Unit Employee

Other

Status of the organization

Public Private

Which sector do your organization involve?

.....

How many years do you involve in this sector?

.....

Are you happy to work within this sector?

Yes Partially No

❖ Employee Engagement.	Strongly disagree	disagree	Neither agree nor disagree	agree	Strongly agree
I work with intensity on my job.	1	2	3	4	5
I exert my full effort to my job	1	2	3	4	5
I devote a lot of energy to my job	1	2	3	4	5
I try my hardest to perform well on my job.	1	2	3	4	5
I strive as hard as I can to complete my job.	1	2	3	4	5
I exert a lot of energy on my job.	1	2	3	4	5
I am enthusiastic about my job.	1	2	3	4	5
I feel energetic about my job.	1	2	3	4	5
I am interested in my job.	1	2	3	4	5
I am proud of my job.	1	2	3	4	5
I feel positive about my job.	1	2	3	4	5
I am excited about my job	1	2	3	4	5
At work, my mind is focused on my job.	1	2	3	4	5
At work, I pay a lot of attention to my job.	1	2	3	4	5
At work, I concentrate on my job	1	2	3	4	5

At work, I focus a great deal of attention on my job	1	2	3	4	5
At work, I am absorbed in my job.	1	2	3	4	5
At work, I devote a lot of attention to my job	1	2	3	4	5

❖	Organisation reputation	Strongly disagree	disagree	Neither agree nor disagree	agree	Strongly agree
	I have good feeling about the company.	1	2	3	4	5
	I admire and respect the company	1	2	3	4	5
	I trust the company	1	2	3	4	5
	My company stands behind the products/services.	1	2	3	4	5
	My company offers high-quality products / services	1	2	3	4	5
	My company develops innovative product/ service	1	2	3	4	5
	My company offers products/services that are good value	1	2	3	4	5
	My company has excellent leadership	1	2	3	4	5
	My company has a clear vision of the future	1	2	3	4	5
	My company Recognizes/takes advantage of market opportunities	1	2	3	4	5
	My company is well managed.	1	2	3	4	5
	My company is a good company to work for	1	2	3	4	5
	My company has a good employee	1	2	3	4	5
	My company has record of profitability	1	2	3	4	5
	My company looks like a low risk investment	1	2	3	4	5
	My company has strong prospects for future growth	1	2	3	4	5
	My company tends to outperform its competitors	1	2	3	4	5
	My company support good causes	1	2	3	4	5
	My company environmentally responsible	1	2	3	4	5
	My company treats people well	1	2	3	4	5

Annex 5: BIOGRAPHY

Muhannad M Enbaya, born on April 6, 1991 in Idaho State, currently lives in Madison, Wisconsin. Before coming to Turkey, the author gained a Bachelor's degree in Accounting and Finance from the Finance Applied College, and he has been student of UW Madison University, which is ranked among the top 20 international business schools. Enbaya was an honor student and graduated fourth in his class, which qualified him for an Excellence in Oil and Gas Accounting Award. Enbaya's academic prowess is not limited to the undergraduate degree from the University but he also undertook a Certificate of Science Accounting Programme that specialised on Oil and Gas Accounting.

Enbaya is not only academically inclined but has also excelled in other fields such as sport, music and science. Enbaya has also engaged in volunteer work, has worked with the American Red Cross organization for a period of two years, and became a blood-drive member as well as the assistant for new and current donors. After becoming a member of the International Diplomat Organisation, Enbaya obtained the biggest opportunity in life by interacting with like-minded individuals from all occupations, which gave him the chance to be close friend with the Canadian and Czech Republic Embassy managers in Ankara while consulting with the General Manager of the Interior Ministry in Ankara.

Enbaya identifies his father as the biggest motivating factor that inspires his desire to succeed. Hence, the author has picked significant skills in engineering works and has worked for three years in his father's company called Merit Engineering Consulting Company. The father, Dr. Mohamed Enbaya, has a PhD in Geophysics from the University of Madison Wisconsin. Dr. Enbaya is responsible for managing Soilmec, Drillmec and Trave in Libya, which are the three biggest global drilling companies.

CURRICULUM VITAE

Name and Last name: Muhannad Mohamed Enbaya

Place and Date of birth: April 6th of 1991. Idaho, United States of America

Education:

Degree	Field	University	Years
Undergraduate	Accounting and Finance	College of finance and applied science	2009-2013
Graduate	Management	Atilim University	2016-2018

Work Experience:

Work Place	Position	Year
American Red Cross, Madison, Wisconsin.	Blood Drive	2016 - current
Soilmec drilling company	Analysis of geometric data	2013 - 2014
Merit consulting group	Filed Supervisor	2010 - 2014

Languages: English, Spanish, brief Turkish, and Arabic

Email: muhaned.en91@gmail.com

Phone: +90 543 917 8613

Date: 18 September 2018

Thesis

ORIGINALITY REPORT

19%	11%	7%	16%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

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