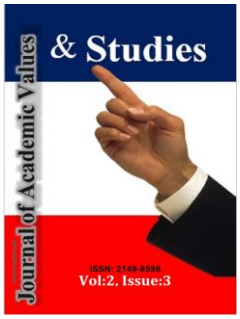

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Creating Employee Engagement Through Talent Management: 4 Links Between Talent Management And Employee Engagement

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Abstract

Talent management is one of the main management tools for 21st century human assets management (Cappelli, 2008) because the crucial resource for firms competing in this century is no longer land, capital, and other tangible assets but the human capital necessary to adapt organizations to global competition and maximize the benefits related to the current technological boom. Talent management (TM) and Employee Engagement (EE) concepts have been extensively studied in management literature in the past ten years (Lewis & Heckman, 2006; Scullion, Collings & Caligiuri, 2010, Saks & Gruman, 2014). Both concepts have been an area of interest for both practitioners and academic researchers. Therefore, various studies have been examined separately for each concept aiming to investigate their impact on organizational performance and competitive advantages which have been the main theme in literature (Amit & Shoemaker 1993; Barney, 1991; Collings & Mellahi, 2009; Lepak & Snell 1999; Saks & Gruman, 2014). The present study explores the talent management and employee engagement by researching the relationship between the two concepts and investigating the impact of talent management practices on employee engagement. The reason for conducting this research is that most of the research in relation to this subject has studied the relationship between employee engagement and overall organizational performance.

Keywords:Talent, Talent Management, Employee Engagement, Link, HRM, Organizing, Organization.
JEL Classification: M12, O15, L22.

1. INTRODUCTION

"The typical organization today views talent management as three building blocks: attract, develop, and retain. These are solid building blocks. The challenge is that these blocks won't stick together unless there is mortar. And that mortar is employee engagement. A robust, world-class talent management process has to put the mortar between those three key building blocks."

Brian Gareau, Manager, people and organizational development, Caterpillar Inc.

Employee engagement is a key variable to the retention of talent (Glen, 2006). According to Lyon (2010), it is so significant to understand the skills and knowledge that employees bring to their organizations and it is vital for organizations of all sectors and sizes to identify, develop, deploy and retain key talent. Talent management is the systematic way of effort to recruit, develop and retain highly productive and promotable people (Davies & Davies, 2010). To attract people with high potential is not enough; there should be an overall strategy for managing their talents. The best organizations are mostly being future focused and predict what skills, attitudes and behaviors they will need from their talented individuals. This prerequisites considering creation of the right environment or culture for talent to thrive.

Talented people need to feel valued and that their contribution is making a difference. By feeling appreciated, recognized and valued, the identified talent will not only be motivated, but highly engaged and aligned to the organization's goals and objectives (Davies & Davies, 2010).

According to Wellins, Bernthal, and Phelps (2009), engagement does not just rationalize. Organizations must hire employees who fit the job requirements i.e. with the right talent, develop them into leaders with the right skills, and provide support via strong talent systems and strategies. In today's business environment, organizations are looking more for a win-win solution that meets their needs and those of their employees. What they increasingly say is that they are looking for is an engaged workforce (CIPD, 2010). As an organization strives to meet its day to day business goals in order to achieve competitive advantage, the organization must have employees who are engaged Collings and Mellahi (2009) , according to Collings and Mellahi (2009) therefore, the organization must take up talent management which involves the systematic identification of key positions which positions contribute to the organizations' competitive advantage differently; then the development of a talent pool with high potential and high performers to fill the identified positions and development of sustainable policies to keep the identified talent committed. It is really hard for an organization to cover all these employee expectations yet it is crucial that the organization attempts to have engaged employees.

This paper aims to provide a comprehensive understanding of relationship of talent management and employee engagement and investigate the 4 major links between talent management and employee engagement.

2. LITERATURE REVIEW

The literature review chapter is divided into three main sections along with its subsections. The first section is on talent management and its subsections which cover various definitions of talent management based on scholar's perceptions and their understanding of the concept. Then the second section is dedicated to understanding the employee engagement concept, definitions and its theoretical background. The last section covers the relationship of talent management factors and their potential linking impacts on employee engagement.

2.1. Talent Management

Talent management has been the focus of practitioners and consulting companies more than in the academic field. However, lately, there is increasing interest and attention from researchers. There is some agreement among experts that there is inconsistency in TM definitions and lack of theoretical frameworks (Lewis & Heckman, 2006; Scullion, Collings & Caligiuri, 2010). Some of these common interpretations contain that TM is a new terminology for human resources management practices; it is nearly similar to succession planning, and it is more directed toward the management of talented employees (Lewis & Heckman, 2006). It is weird to note that the term TM emerged from the HR field which has developed in modern societies. It started by targeting high management positions, attracting and recruiting competent and talented individuals, along with evaluating and rewarding management success (Miner, 1973).

Goffee and Jones (2007) explain talent as handful of employee whose ideas, knowledge and skills give them the potential to produce the disproportionate vale from the resource they have available from them. Tansley et al. (2006) shows that talent can be thought as a complex amalgam of employees' skills, knowledge, cognitive ability and potential. Employees' values and work preferences are also of major importance. Ingham (2006) thinks people who are in the key position, the leader team, the individual who has the lacking capability or make particular contribution to the organization is talent. ``Talent Management is a collection of

typical HR Department practices, functions, activities or specialist areas such as recruiting, selection, development and career and succession building (Byham, 2001; Heinen& O'Neill, 2004; Olsen, 2000).``

A second stream explains Talent Management in terms of talent pools. This track is closely interested in succession planning or HR planning as it relies on internal talent rather than external (Choleha& Swain, 2005) These approaches are often quite close to what is typically known as succession planning/management or human resource planning (Jackson & Schuler, 1990; Rothwell, 1994) but can also contain typical HR practices and processes such as recruiting and selection (Lermusiaux, 2005). Relation to these approaches is showing employee/staffing needs and managing the progression of employees via positions, quite often through the use of enterprise-wide software systems. In these cases the focus is generally more internal than external. Schweyer (2004a) offers a perspective typical of this approach, "The first step in talent management is to gain a solid understanding of the internal workforce" (p. 20). It may be interesting for many Human Resource practitioners that the problem of ensuring a necessary flow of talent into positions while optimizing organizational resources has long been a topic of interest to researchers in industrial engineering and industrial management. Mainly known as "manpower" or "workforce" planning, these approaches generally deal with modeling organizational staffing/career flows by coding levels of hierarchy, rules for entering and exiting a position, and parameters such as costs, anticipated tenure, and supply and demand (Pegels, 1981; Stahlman & Lewis, 1994; Wild & Schneeweiss, 1993). The progression of people via positions due to growth, attrition, and other factors programmed into the model has been taken into account to workforce skills and the demand and supply of employees have the advantage of taking into account more jobs simultaneously than most manpower models, but operate essentially the same task.

A third perspective on TM deals with talent generically; that is, without regard for organizational boundaries or specific positions. Within this perspective two general views on talent emerge. The first regards talent as an unqualified good and a resource to be managed mainly according to performance levels. That is, highly competent performers are to be sought, hired, and differentially rewarded regardless of their specific role or, in some cases, the organization's specific needs. Thus, in contrast to the second perspective outlined above, organizations are encouraged to operate performance pools of talent generally rather than succession pools for specific jobs. Advocates of this approach classify employees by performance level (e.g., "A", "B", and "C" levels to denote top, competent, and bottom performers, respectively) and either encourage rigorously terminating "C" players (the "War for Talent" approach advocated by Axelrod, Handfield-Jones, & Michaels, 2002; Michaels, Handfield-Jones, & Axelrod, 2001) or "top grading" the organization through exclusively hiring "A" players (Smart, 1999). For example, top grading is explained as "packing entire companies with A players – high performers, from senior management to minimum wage employees – those in the top 10% of talent for their pay". ("Welcome to top grading", 2005).

The second perspective of generic talent regards it as an unchanged good and exists from the both the humanistic and demographic perspectives. Talent is critical because it is the role of a HR function to manage everyone to high performance (Buckingham & Vosburgh, 2001; Walker & Larocco, 2002) or because demographic and business trends do talent in general more valuable (Gandossy & Kao, 2004; Romans & Lardner, 2005; Tucker, Kao, & Verma, 2005).

Other definitions include: Stephenson & Pandit (2008) and several other researchers pointed out that having the right number of people at the right place at the right time with the right skill sets and levels of motivation are fundamental to talent management. Others believe that talent management deals wholly with the activities of an organization amongst which are attracting, developing, selecting and retaining the best workforces in the suitable position

(Stahl *et al*., 2007). CIPD defines talent management as ``the organized attraction, deployment, development and retention of high potential employees who are considered as a certain value for the organization (CIPD, 2008).`` Talent management is involved with all the Human Resource Management (HRM) processes with an exact emphasis on the attraction, development and retention of talents (Lewis and Heckman, 2006). In another expression, it can be said that talent management encompasses almost all the elements of human resource management (Stewart. & Harte, 2010). Some others explain talent management as a given promise by employer to employing a cohesive, technological, and strategic approach to human resource management (Hughes & Rog, 2008). According to Iles *et al*. (2010a) and Capelli (2008), talent management and HRM present a correlated theoretical base with dissimilar analysis.

They outlined three points of view within relation to definition of talent management as follows:

1. Talent management is not mainly the same with HRM: It includes all the HRM activities and therefore it can be said that talent management is a rebranding term of HRM, which has changed from the traditional term to a new concept. This new label of HRM has relied on how to manage talents strategically.
2. Talent management contains human resource management with a specific emphasis: talent management uses the same instruments as human resource management and organizational development, but talent management focuses on talented people, accordingly, the focal point is "talent pool", both internal and external of the organization.
3. Talent management relies on proficiency development via managing the progression of talents within the corporation. Their focus is on talent flows instead of talent pool. The theory has originated from operational and logical theories. Talent management programs are created to help to build talent pools for supplying certain job categories and focus on development of specific individuals who are qualified to create succession in the organization.

2.2. Employee Engagement

Ever since its evolution, various definitions can be found from practice and research. Employee engagement as a key to the retention of talent (one-of-a-kind hire in 100 employees; Glen, 2006) is an area in which the lead has been taken by practitioners (Parsley, 2006; Baumruk et al., 2006; Woodruffe, 2005; Gallup Management Journal, 2006; Bennett and Bell, 2004). Employee engagement has a tremendous effect on employee productivity and talent retention. Employee engagement, in fact, can make or break the bottom line (Lockwood, 2005). Martel (2003, pp. 30, 42) is of the opinion that, "in order to obtain high performance in post-industrial, intangible work that demands innovation, flexibility, and speed, employers need to engage their employees. In order to maintain an employer brand, we see an emergence of a series of studies on employer of choice, which also measure engagement index and financial performance. When done well, practices that support talent management also support employee engagement (e.g. work-life balance programs – flextime, telecommuting, compressed workweeks, reward programs, performance management systems) according to the Corporate Leadership Council (2004) and Martel (2003).Schaufeli et al. (2002, p. 74) define engagement "as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption". Engagement is not the same with job satisfaction as Gubman (2004, p. 43) states that engagement means "a heightened emotional connection to a job and organization that goes beyond satisfaction" that enables people to perform well, and makes want to stay with their employers and say good things about them.``

Kular et al. (2008) defines five key areas: What does 'employee engagement' mean? How can engagement be managed? What are the consequences of engagement for organizations? How does engagement relate to other individual characteristics? How is engagement related to employee voice and representation? He shed light on what engagement is and concludes that it is an important yet complex challenge, and there remains a great deal of scope for discussing the various approaches. Simpson (2009) discussed that ``the current state of knowledge about engagement at work through a review of the literature. This review highlighted the four lines of engagement research and focuses on the determinants and consequences of engagement at work.`` Susi & Jawaharrani (2011) examined some of the literature on employee engagement, explore work-place culture & work-life balance policies & practices followed in industries with the aim of promoting employee engagement in their organizations to increase their employees' productivity and retain them. Work-life balance is the main driver of employees' satisfaction.

Ram & Gantasala (2011) investigated the antecedents and consequences of employee engagement in Jordanian Industry. Bhatla (2011) concentrated on the need for such employees and how their presence can better perform the progress and work efficiency of the organization as a whole .Also concentrated on the challenges faced by the HR managers to develop employee engagement for an organization's survival. Shashi (2011) pointed out for the importance of employee communication on the success of a business. She revealed that an organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization's competitive position. Bijaya KumarSundaray (2011) relied on various factors which lead to employee engagement and what must company do to make the employees engaged. Siddhanta & Roy (2012) investigated implications for theory, further research and practices by synthesizing modern 'Employee Engagement' activities being practiced by the corporate with the review of findings from previous researches / surveys. Singh & Shukla (2012) tried to point out what variables are crucial to create an engaged workforce. The study was exploratory in nature and the data has been collected from a tin manufacturing organization.

Moreover, Kahn (1990) stated that employees can be engaged on one dimension and not the other. However, the more engaged the employee is on each dimension, the higher the level of employee engagement. Maslach and Leiter (1997) firstly defined the engagement construct as ``the opposite of burnout (i.e., someone who is not experiencing job burnout must be engaged in their job.)`` Luthans and Peterson (2002) concentrated on Kahn's work on employee engagement, which supplies a convergent theory for Gallup's empirically derived employee engagement. They finalized that that to be emotionally engaged is to form meaningful connections with others and to experience empathy for them. On opposite, being cognitively engaged refers to those who are acutely aware of their mission and role in their work environment. Similarly Dvir, Eden, Avolio, and Shamir (2002,) explained active engagement in terms of ''high levels of activity, initiative, and responsibility.'' Schaufeli et al. (2002) define employee engagement as "a positive fulfilling, work related state of mind that is characterized by vigor, dedication and absorption". They moreover stated that engagement is not a momentary and specific state, but is "a more persistent and pervasive affective – cognitive state that is not focused on any particular object, event, individual, or behavior". Harter, Schmidt and Hayes (2002) explained employee engagement as "the individual's involvement and satisfaction with as well as enthusiasm for work ''. Hewitt (2004) defines employee engagement as the employees desire to say (speak positively about the organization), stay (desire to be a member of the organization) and strive (go beyond the expected for the organization) Mount, (2001) defined engagement in terms of a "high internal motivational state.'' Wellins and Concelman (2004) suggested that "employee engagement is the illusive force that motivates employees to higher levels of performance. This coveted energy is an

amalgam of commitment, loyalty, productivity an ownership." they then added that it contains, "feelings and attitudes employees have towards their jobs and their organization. '' Robinson, Perryman and Hayday (2004), explain "engagement as a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of the business context, works with colleagues to improve performance within the job for the benefit of the organization". They then added that organization should develop and nurture engagement which is a two way relationship between employer and employee. Lucey, Bateman and Hines (2005) have deciphered that "employee engagement is how each individual connects with the company and the customers ''

They have tried to build construct of employee engagement. They have addressed several key issues like;

- ✓ Attitude or behavior
- ✓ Individual or group phenomenon
- ✓ Relationship with constructs
- ✓ Measurement issues of the construct

Macey and Schneider (2008) looked at engagement attitudinally and behaviorally. They distinguished three broad conceptualizations of employee engagement, namely state, trait, and behavioral engagement.

`` *Common to all these definitions is the idea that employee engagement is a desirable state, having an organizational purpose. It connotes involvement, commitment, passion, dedication and enthusiasm at work.* ``

3. 4 LINKS BETWEEN TALENT MANAGEMENT AND EMPLOYEE ENGAGEMENT

3.1. Talent Development and Employee Engagement Link

Talent development is illustrated by Garavan et cetera al., (2012) as "planning, selection and implementation of development strategies for the entire talent pool to ensure that the organization has both the current and future supply of talent to meet strategic objectives and that development activities are aligned with organizational talent management processes" (Garavan et. al., 2011, p. 6). Hoglund (2012) investigated the relationship between human capital and human resource management practices from the view of psychological contract within a talent management system. He underlined that "talent management can function as a framework within which to define, communicate and engender the development of qualities considered important for the achievement of present and future organizational goals" (Hoglund, 2012, p. 136).

As such, Ready, Conger and Hill (2010) described the characteristics of high potentials as being able to master newer kinds of expertise quickly, credibly and consistently deliver strong outcomes, and understand the significance of behavior. Ready et al. (2010) also offered that high potential talent have the motive to attain excellence with enterprising spirit, a capability to make careful calculations of risk, and a clear focus on learning. Therefore, 'talent' can be viewed as referring to a limited pool of organizational members who possess unique managerial and leadership competencies.

Some organizations use talent development potentially for the whole workforce. Other large organizations use it for the development only for leadership positions. Although organizations can recruit talent from external labor markets, it is more likely that organizations gather great advantages and can be competitive from an internal development approach and therefore, they would in need to develop firm-specific knowledge and skills (Lepak & Snell, 1999).

There are various approaches for talent development as advised by empirical evidence. One of them which is more known is the exclusive approach that concentrates on leadership

development (CIPD, 2011). The other approach is inclusive, which offers that all employees are thought as possessing immense talent given their potential to produce creative ideas (Christensen et al., 2010). The last approach is the hybrid because it makes organizations to gather the benefits of both approaches. (Van der Sluis & Van de Bunt-Kokhuis, 2009). Ford et al. (2010) concur that this approach to talent development could be more suitable in terms of fairness and employee motivation. For the objective of this research which focuses on employee engagement, it could be more consistent to adapt the hybrid approach to cover both leadership and employee level position relied on business needs with the aim of not limiting the development to certain positions and rely it on individual and business needs.

Caplan (2013), believes into that strategic talent development, which includes everyone in the workforce, is essentially linked to employee engagement. This is clear because they share many of the same indicators. Moreover, Caplan defines strategic talent development as `` the process that provides the organization with its required capabilities; determine potential competences; ensures team capabilities; generates innovation; strive for people's creativity and actively communicates. `` Caplan proceeds to identify some talent development indicators of success that are also common to employee engagement. The most relevant example in this study is that it obtains capabilities that the organization needs, when and where it needs. This requires a review of the needs of the organization and its goals in order to identify those needs, but that is not enough–it also demands dialogue with employees to answer their questions such as: What is expected of me? How am I doing? How will I be rewarded? What does the future hold? How will I get there? How are we doing as a team?

Caplan (2013) theorizes that this process is concern with the broader issues of retaining, recognizing and developing people in order to meet organizational needs. Along with understanding and matching the individual's competencies, potential and ambition to organizational objectives.

These issues base on employee engagement indicators such as:

- ✓ ''Being fulfilled with your role and achievements.''
- ✓ ''Feeling appreciated and getting fair pay, work security and other benefits.''
- ✓ ''Feeling supported and getting enough opportunities for career progress and personal development.'

3.2. Talent Recognition and Employee Engagement Link

Berger and Berger (2010) argue that there is a strong correlation worth noting between recognition and engagement. While reward and recognition are crucial to engagement, they are by no means the most significant. On the other hand, Berger and Berger (2010) claim that simply increasing rewards and recognition for employees is not seeming to aid an organization meet its engagement challenges in any meaningful way.

Interestingly, three decades earlier, Reif (1975) found out correlations among recognition, age of employee, and education level. He also found that older employees and employees with higher education are more satisfied with organizational rewards in comparison to young, lower-educated workforces. Financial recognition is more significant for younger generations; older employees know better the importance of non-financial recognition such as flexible working time (Reif, 1975).

Within the scope of employee recognition, Woodruffle (2006) offers that nonfinancial recognition needs to be offered to employees to sustain employee engagement. He underlines the significance of praise when it is due, training and development, and advancement opportunities. Therefore, it makes sense that organizations are in need to consider having either all or combinations of the elements of talent management in order to maximize the level of its employee engagement.

3.3. Talent Culture and Employee Engagement Link

According to Berger and Berger's (2010) study, creating a positive work culture is the third most significant group driver of engagement. Thus, the emphasis is on treating people with respect, valuing diversity and empowering the individual. Engagement is really enriched when people are stimulated to come up with proper changes and do things differently, to be creative in doing things effectively, and to achieve creativity and innovation. To ensure that a better work environment is embedded within the organizations, it is so crucial that HRM policies and practices incorporate engagement in its policies.

Caldwell and Fairhurst (2010) suggest that organizations define well-being in different ways, it generally moves beyond physical health and wellness to embrace vital psychological and social components. The World Health Organization today describe health as the absence of sickness and disease, along with a better physical, mental, and social well-being. Caldwell and Fairhurst (2010) underline and finalize that employees who are positive, enthusiastic, feel connected to their co-workers have better opportunities to perform better than those who feel frustrated, unhappy and isolated from colleagues.

3.4. Leadership Support and Employee Engagement Link

Kerfoot (2007) suggests that good leadership is contagious, resulting in a sense of engagement. Welbourne (2007) claims that in order for organizations to change its performance via people, they would need to encourage its leadership team to initiate engagement among themselves. Then leaders would need to get engaged with their people, by being role models for their direct reports, who would then be inclined to replicate that behavior. Woodruffle (2006) suggests that organizations must pay attention to employee engagement at all levels although potential and capabilities while giving more attention to exceptional talent, and those who drive organizational performance. Welbourne (2007) also accepts that leaders and managers are crucial drivers of employee engagement. She has conducted studies on employee engagement and the influence of leaders on employee efficiency (Welbourne, 2007). She offers overworked, exhausted leaders influence the productivity of their teams; they create a nonconductive environment, eventually leading to employee dissatisfaction and resignation. Whittington et al. (2010) support this observation by claiming that leaders are a primary reason for employee turnover.

In their study Hughes and Rog (2008) believe that many employee engagement initiatives are coming from leadership philosophy. As leaders expect to show integrity, respect their people, communicate effectively, deal professionally with their subordinates, get in touch with decision making and being proud of their role and achievements. In supporting these arguments, Gibbons (2006) concluded that "emotional drivers such as one's relationship with one's manager and pride in one's work had four times greater impact on discretionary work effort than did the rational drivers, such as pay and benefits" (Gibbons, 2006, p. 6). This indicates that organizations must pay attention to the process of selecting, recruiting, developing, evaluating and recognizing their leadership as it has major influence in examining those drivers and gathering the employee engagement.

4. SUMMARY AND CONCLUSION

 The practices of 'talent management' and 'employee engagement' are bounded together such that talent management is integral to engaging employees in the organization.

 Employee engagement is positive, proactive behavior in the workplace and towards the organization brought about by a combination of motivated, emotionally attached employees;

integrated, enlightened people management activities and empathetic managers towards the achievement of clearly communicated business objectives.

 `` If proactive measures are taken to engage employees and levels of engagement across the organization increase there is likely to be an increase the quality and quantity of talent available to the organization.``

 The drivers of employee engagement contain a mutual purpose and values; pride about the company; trust and integrity; the nature of the job; the nature of relationships with co-workers/team members and managers; employee voice, physical and mental well-being and career growth opportunities.

 A mutual purpose results from clarity about the organization and what it stands for; pride and a self- esteem is about creating a culture of community in which employees are no longer an audience in receipt of downward messages but active participants.

 Supportive interpersonal relationships are really associated with employee engagement. In addition to the nature of the relationship with the company and fellow employees, the articulation of that relationship is also vital. So a feature of employee engagement is the challenge of giving employees 'voice.'

 In a high-engagement culture there are channels in place to ensure two-way communication; a dialogue, not a monologue; a community not an audience. This relies on leaders and managers who can listen as well as communicate effectively and an environment of trust where employees don't feel in the dark about issues related to the organization and themselves and where leaders and keep them informed.

 The driver of employee engagement that most aligns with inclusive talent management is career development. Where employees feel as though they have career opportunities, they appreciate more likely to have positive feelings about the organization and their role in it, which has a knock on effect to other factors of engagement and ultimately to the success of the organization as a whole. Moreover, in addition to career management, the opportunity for the development of the employee's skills and abilities can also be linked to the level of engagement.

 Effective talent management policies and practices can result in more engaged employees and lower turnover with the knock on benefit on both employee productivity and talent retention; and it is possible to increase employee engagement via focused talent management initiatives.

 The approaches to employee engagement and talent management that become self-reinforcing contain creating a culture in which both talent and engagement can exist and leaders and managers who get into touch, can articulate and put in place practices that ensure the development of a workforce that is both talented and engaged.

 `` The challenge today is not just retaining talented people, but fully engaging them, capturing their minds and hearts at each stage of their work lives.``

Organizations that are implementing main practices of talent management can appreciate a positive effecting link on the level of their employee's engagement. This claim is supported throughout this research by linking fragmented arguments from various academic sources based on their relevance to different factors of talent management practices. From an academic and theoretical point of view, the following are the main findings.

Firstly, Drafle and Kossen (2002) found that employees rate having opportunities to learn and grow at work as one of the most important factors for employee satisfaction, retention & engagement. Research by Butler and Waldrop (1999) indicated that the top 4 factors for Employee Engagement are: exciting work/ challenge, career growth/learning,

relationships/working with great people; and supportive Management/ great boss. Finally, research done by other researchers like Buckingham and Coffman (1999) and Lawler (1996) which underlined that effective organizations are those that empower and engage their people, build their organization around teams, and develop human competence at all levels of management.

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