

**AN EXPLORATORY STUDY OF REMOTE OFFSHORE EMPLOYEE'S
ENGAGEMENT: A STUDY ON NORTH SEA OFFSHORE REMOTE
WORKFORCE**

By

MANJUSREE BEENA

DISSERTATION

Presented to the Swiss School of Business and Management Geneva

In Partial Fulfillment

Of the Requirements

For the Degree

DOCTOR OF BUSINESS ADMINISTRATION

SWISS SCHOOL OF BUSINESS AND MANAGEMENT GENEVA

November 2022

**AN EXPLORATORY STUDY OF REMOTE OFFSHORE EMPLOYEE'S
ENGAGEMENT: A STUDY ON NORTH SEA OFFSHORE REMOTE
WORKFORCE**

by

MANJUSREE BEENA

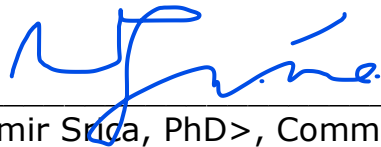
APPROVED BY



<Iva Buljubasic, PhD, Chair

Anna Provodnikova

<Anna Provodnikova, PhD>, Committee Member



<Velimir Suda, PhD>, Committee Member

RECEIVED/APPROVED BY:

<Ivana Nobilo, PhD>, Associate Dean

ACKNOWLEDGEMENTS

An acknowledgement is no formality but the least way in which I could whole-heartedly express my gratitude to those who made the successful completion of this thesis. It is with profound sense of gratitude and whole heartedness, I thank my mentor for his patience, supervision, and guidance during my research period.

I extend my sincere thanks to my partner Chethan Babu and my children Anwita Babu and Archith Babu who have supported me at every stage of my progress.

I remain grateful to the support of my parents, family, colleagues, and friends. Last but not least the gratitude to Lord Almighty will eternally remain indebted forever.

ABSTRACT

AN EXPLORATORY STUDY OF REMOTE OFFSHORE EMPLOYEE'S ENGAGEMENT: A STUDY ON NORTH SEA OFFSHORE REMOTE WORKFORCE

MANJUSREE BEENA

2022

Dissertation Chair: <Chair's Name>

Co-Chair: <If applicable. Co-Chair's Name>

Popularly known as Oil capital of Europe, the Oil and Gas industry in the UK North Sea is an integral part of UK's economic system contributing 49% of total offshore employment. Oil and Gas UK (OGUK) reports that economic downturn in the recent years and pandemic impacted the industry contributing to low employee – employer relationship, low engagement, and high turnover rate. Given the difficulties experienced within offshore industry, the research aims to explore the management and experience of employee engagement amongst offshore remote workforce in the North Sea offshore Oil and Gas industry.

This is an **exploratory study** and to accomplish the research aim and objectives, both **qualitative and quantitative** approaches using interviews and questionnaire survey are used. Due to the diverse nature behind employee engagement, this research adopted a sequential mixed methods to examine employee engagement. The interview findings are used along with literature evidence to develop quantitative research. **7 interview** participants and **70 questionnaire** participants comprising

offshore remote workforce of different level positions from various Oil and Gas companies in the Northeast of Scotland have participated in the research study. Additionally, **3 interviews** with senior leaders were also conducted. The questionnaire and interview participants were accessed via social media.

The collected qualitative data were summarized to key points and key themes and patterns were explored. The interview data were analyzed using Braun and Clarke's thematic analysis. The quantitative data were gathered through the questionnaire analysis.

This research produced a number of key **findings**: (a) internal and external factors including organizational factors affect engagement drivers (b) the alignment between an employee's values, their organization's values and culture plays an important role in employee engagement (c) communication and keeping the employees informed of any organizational change plays a vital role in keeping employees engaged (d) to reduce attrition rates and retain passionate employees, effective management strategies should be executed into organizations.

The main **conclusion** drawn from this research was that the current approaches used to drive employee engagement in the Oil and Gas industry should be revised. Greater efforts must be made to foster a trusting and quality relationship between employees and the organization.

Key findings and recommendations from the research will contribute to the enhancement of employee engagement among offshore remote workforce.

KEYWORDS

Employee engagement, offshore, remote working, psychological contract, leadership, drivers of employee engagement, retention.

TABLE OF CONTENTS

| | |
|--|----|
| ABSTRACT | 2 |
| KEYWORDS | 4 |
| List of Figures..... | 14 |
| List of Tables | 17 |
| Glossary | 21 |
| CHAPTER 1: INTRODUCTION | 22 |
| 1.0 Introduction | 22 |
| 1.2 Background of the study | 23 |
| 1.3 The Importance of the Research | 26 |
| 1.4 Aim and objectives | 28 |
| 1.5 Research Questions..... | 29 |
| 1.6 Research Approach | 29 |
| CHAPTER 2: Problem Statement..... | 31 |
| 2.0 INTRODUCTION TO THE STRUCTURE OF THE REPORT..... | 32 |
| 2.1 Structure of the Thesis | 32 |
| CHAPTER 3: Literature Review | 35 |
| 3.0 INTRODUCTION..... | 35 |
| 3.1 Defining Employee Engagement..... | 35 |
| 3.3 Impact of Employee Engagement..... | 42 |
| 3.5.1. Training and Development..... | 45 |
| 3.4.2 Communication..... | 46 |
| 3.5.2.1 Culture | 47 |
| 3.5.4 Pay and Benefits | 48 |
| 3.5.5 Recognition | 49 |
| 3.5.6 Work-life balance | 50 |
| 3.5.7 Job Satisfaction | 51 |
| 3.5.8 Good Quality Line Management..... | 53 |
| 3.6 Employee Engagement and Motivation | 57 |
| 3.7 Engagement and Organizational Performance | 61 |
| 3.8 Employee Engagement and Economic Situation..... | 62 |
| 3.9 Leadership..... | 68 |

| | |
|--|-----|
| 3.9.1 The Effects of Leadership and Management on Employee Engagement..... | 71 |
| 3.9.2 Emotional Intelligence | 74 |
| 3.9.3 Analysis and Evaluation of Leadership Styles and Impact on Engagement..... | 77 |
| 3.9.3.1 Lewin’s Leadership Styles | 78 |
| 3.9.3.2 Situational Leadership..... | 78 |
| 3.9.3.3 Transactional and Transformational Leadership models | 79 |
| 3.9.3.4 Charismatic Leadership | 80 |
| 3.10 Employee Engagement as Retention Tool..... | 82 |
| 3.11 The Need for Employee Engagment in Oil and Gas industry | 83 |
| 3.12 Benefits of Employee Engagement..... | 87 |
| 3.13 Challenges of Employee Engagement | 89 |
| 3.14 Limitations of the Study | 91 |
| CHAPTER 4: RESEARCH METHODOLOGY..... | 92 |
| 4.0 Introduction | 92 |
| 4.1 Aim of the Research | 92 |
| 4.2 Research Process..... | 92 |
| 4.2.1 Research Philosophy | 94 |
| 4.2.1.1 Positivism | 95 |
| 4.2.1.2 Interpretivism..... | 95 |
| 4.2.1.3 Pragmatism | 95 |
| 4.2.1.4 Realism | 96 |
| 4.2.2 Research Approach | 96 |
| 4.2.3 Research Strategy..... | 98 |
| 4.2.4 Research Choices | 99 |
| 4.2.4.1 Triangularisation | 99 |
| 4.2.5 Time Horizon | 102 |
| 4.2.6 Data Collection | 102 |
| 4.2.6.1 Semi-structured Interviews..... | 102 |
| 4.2.6.1.1 Semi-structured Interview Process | 103 |
| 4.2.6.1.2 Pilot Interviews | 104 |

| | |
|--|-----|
| 4.2.6.2 Questionnaire | 105 |
| 4.2.6.2.1 Format of questionnaire..... | 105 |
| 4.2.6.2.2 Questionnaire Design | 106 |
| 4.2.6.2.3 Pilot Questionnaire..... | 109 |
| 4.2.6.2.4 Grouping of Questionnaire | 109 |
| 4.3 Data Analysis | 109 |
| 4.3.1 Interview Data | 109 |
| 4.3.2 Questionnaire Data | 110 |
| 4.4 Sampling Methods | 112 |
| 4.4.1 Sample Selection | 112 |
| 4.4.2 Sampling Technique for Qualitative Data | 113 |
| 4.4.3 Sampling Technique for Quantitative Data | 114 |
| 4.6 Ethical Considerations | 116 |
| 4.7 Identified Impact and Outcomes | 117 |
| CHAPTER 5 - RESULTS | 119 |
| 5.0 Introduction | 119 |
| 5.1 Qualitative Data Analysis | 120 |
| 5.1.1 General Demographic Analysis | 121 |
| 5.1.2 Employee Engagement: Concept and Perception..... | 121 |
| 5.1.2.1 To Examine the Concept of Employee Engagement Using Known Theories | 121 |
| 5.1.2.2 Main Things that Motivate Employees to Perform Work Better | 123 |
| 5.1.2.3 Main Things that Motivates an Organization to Offer Employee Engagement | 123 |
| 5.1.2.4 Perception of Employee Engagement..... | 124 |
| 5.2.2.4.1 Importance of Employee Engagement..... | 124 |
| 5.2.2.4.2 How Organization Foster Employee Engagement for Offshore Employees | 124 |
| 5.1.2.4.3 Factors That Have The Most Impact on Employee Engagement..... | 125 |

| | |
|---|-----|
| 5.1.3 State of Psychological Contract in Employee Engagement..... | 125 |
| 5.1.3.1 Role of Managers (Immediate Supervisor) in Employee Engagement | 125 |
| 5.1.3.2 Psychological Contract and Economic Impact | 125 |
| 5.1.4 Employee Engagement as Effective Retention Tool | 126 |
| 5.1.5 Employee’s and Employer’s View on the Benefit and Challenges of Employee Engagement | 126 |
| 5.1.5.2 Challenges OF Implementing Employee Engagement Among Offshore Employees | 126 |
| 5.1.5.3 Three Challenges Faced Employees When Working Offshore | 126 |
| 5.1.6 Suggestion for Improving Employee Engagement | 127 |
| 5.1.7 Open-ended question | 127 |
| 5.1.7.1 Suggestion for Improving the Current Engagement Level in the Organization | 127 |
| 5.2 Quantitative Analysis..... | 128 |
| 5.3 General demographic analysis | 129 |
| 5.3.1 Age Range of Participants..... | 129 |
| 5.3.2 Gender Division of Participants..... | 130 |
| 5.3.3 Working Mode of Employees | 131 |
| 5.3.4 Level Within the Organization | 132 |
| 5.3.5 Years of Experience Offshore | 133 |
| 5.3.6 Years of Experience with Current Organization | 134 |
| 5.4 Employee Engagement: Concept and Perception | 135 |
| 5.4.1 Is the Work Engaging | 135 |
| 5.4.2 Employee Engagement as Beneficial | 136 |
| 5.4.3 Motivation Factor to Perform Work Better | 136 |
| 5.4.4 Workplace Isolation | 137 |
| 5.4.4.1 Iolation from Work Colleagues..... | 137 |
| 5.4.4.2 Isolation from Organization..... | 138 |
| 5.5 State of psychological contract in employee engagement. | 138 |

| | |
|---|-----|
| 5.5.1 Employee Engagement and Positive Impact on Relationship with Employer | 139 |
| 5.5.1.1 Chi- Square Test | 140 |
| 5.5.2 Employee Engagement and Commitment Towards Work | 141 |
| 5.5.2.1 Chi-Square Test | 142 |
| 5.5.3 Employee Engagement and Better Physical and Mental Health | 143 |
| 5.5.7.1 Chi-Square Test | 143 |
| 5.5.8 Employee Engagement and Job Satisfaction Towards Work..... | 145 |
| 5.5.8.1 Chi- Square Test | 146 |
| 5.5.9 Employee Engagement and Motivation Towards Work... | 147 |
| 5.5.9.1 Chi-Square Test | 148 |
| 5.5.10 Employee Engagement and Productivity | 149 |
| 5.5.10.1 Chi-Square Test | 149 |
| 5.5.11 Training and Development..... | 150 |
| 5.5.12 Communication | 151 |
| 5.5.13 Pay and Benefits | 151 |
| 5.5.14 Recognition | 152 |
| 5.5.15 Good Quality Line Management | 153 |
| 5.5.15.1 Support from Manager | 153 |
| 5.5.15.2 Relationship with Manager | 154 |
| 5.6. Summary of Chi-Squared Test..... | 155 |
| 5.6.1 Positive Psychological Contract and Employee Engagement Towards Work | 156 |
| 5.6.2 Top Drivers of Employee Engagement | 157 |
| 5.7 Employee engagement and retention..... | 158 |
| 5.7.1 Employees Considering Leaving Oil and Gas Industry if all Other Conditions Are Equal..... | 158 |
| 5.7.2 Main Reason for Moving to a Job Outside of Oil and Gas Industry | 159 |
| CHAPTER6: DISCUSSION - ANALYSIS | 160 |

| | |
|--|-----|
| 6.0 Introduction | 160 |
| 6.1 Evaluating research objectives..... | 160 |
| 6.2 Research Objective 1 - To examine the concept of Employee Engagement using known theories..... | 161 |
| 6.2.1 Employee Engagement | 161 |
| 6.3 Research Objective 2 - To examine offshore employees' and organizations perceptions of employee engagement | 169 |
| 6.3.1 Perception of Employee Engagement | 169 |
| 6.3.1.1 Importance of Employee Engagement | 170 |
| 6.4 Research Objective 3 - To examine the interrelationship between employee engagement and psychological contract of employees and employers. | 175 |
| 6.4.1 State of Psychological Contract in Employee Engagement..... | 175 |
| 6.4.2 Elements of Psychological Contract | 177 |
| 6.4.2.4 Motivation | 183 |
| 6.4.2.5 Productivity | 184 |
| 6.4.2.6 Training and Development..... | 185 |
| 6.4.2.7 Communication..... | 186 |
| 6.4.2.8 Pay and Benefits | 187 |
| 6.4.2.9 Recognition | 188 |
| 6.4.2.10 Good Quality Line Management | 189 |
| 6.4.3 Role of Managers (Immediate Supervisor) in Employee Engagement..... | 191 |
| 6.4.4 Psychological Contract and Economic Impact..... | 192 |
| 6.5 Research Objective 4 – To examine if Employee Engagement can act as a Employee Retention Tool in Oil and Gas Industry. | 194 |
| 6.5.1 Employee Engagement as Retention Tool..... | 194 |
| 6.6 Research Objective 5 - Examine and explore the benefits and challenges of Employee Engagement among offshore employees in the North Sea Oil and Gas industry. | 196 |
| 6.6.1 Benefits..... | 196 |

| | |
|--|-----|
| 6.6.2 Challenges | 197 |
| 6.7 Suggestion to improve employee engagement | 198 |
| 6.8 Employee Engagement Model | 199 |
| 6.9 Summary of Data Analysis | 201 |
| 6.10 Future Research Directions | 201 |
| CHAPTER 7: CONCLUSION..... | 203 |
| Chapter 8: SUMMARY, IMPLICATIONS, AND RECOMMENDATION | 212 |
| Reference | 221 |
| Bibliography | 245 |
| Appendix 1: 12 Elements linked to employee engagement | 247 |
| Appendix 2: Table Literature of Employee Engagement Definitions | 248 |
| Appendix 3: Lewin’s Leadership style | 257 |
| Appendix 4: Types of Data – Advantages and disadvantages . | 258 |
| Appendix 5: research philosophies..... | 259 |
| Appendix 6: Types of Interviews – Advantages and disadvantages | 261 |
| Appendix 7: Interview Participants Information Sheet..... | 263 |
| Appendix 8: Pilot Interviews | 265 |
| Appendix 9: Types of Questionnaires – Advantages and Disadvantages | 267 |
| Appendix 10: Questionnaire Survey Participant Information Sheet | 269 |
| Appendix 11: Pilot Questionnaire | 271 |
| Appendix 12: Grouping of Questions | 273 |
| Appendix 13: Qualitative Sampling Methods (Non- Probability sampling) | 274 |
| Appendix 14: Semi-Structured interview questions | 275 |
| Appendix 15: Semi-structure interview themes (Senior Leaders) | 277 |
| Appendix 16: Semi-structured interview themes - Employees | 283 |
| Appendix 17: General Demographic Analysis - Senior Leaders | 287 |

| | |
|--|-----|
| Appendix 18: General Demographic Analysis - Data gathering – Senior Leaders..... | 287 |
| Appendix 19: General Demographic Analysis - Employees | 288 |
| Appendix 20: General Demographic Analysis - Data gathering - Employees | 289 |
| Appendix 21: Defining employee engagement | 290 |
| Appendix 22: Importance of employee engagement | 291 |
| Appendix 23: How Organization Foster employee engagement for Offshore Employees..... | 292 |
| Appendix 24: Factors that have the most impact on employee engagement..... | 293 |
| Appendix 25: Employee engagement and psychological contract between employer and employees | 294 |
| Appendix 26: Role of managers (immediate supervisor) in employee engagement..... | 295 |
| Appendix 27: Issues/decline in employee engagement during Covid and economic crisis | 296 |
| Appendix 28: Employee Engagement as effective Retention tool | 297 |
| Appendix 29: Benefits of Employee Engagement | 298 |
| Appendix 30: Challenges of implementing employee engagement among offshore employees..... | 299 |
| Appendix 31: Challenges faced by employees when working offshore | 300 |
| Appendix 32: Suggestion for improving employee engagement | 300 |
| Appendix 33: Data from open-ended question - Suggestion for improving current engagement level | 301 |
| Appendix 34: Data coding themes emerged from the semi-structured interview data analysis (Senior Leaders)..... | 301 |
| Appendix 35: Data coding themes emerged from the semi-structured interview data analysis (Employees) | 302 |
| Appendix 37: Themes emerged from the semi-structured interview data analysis (Employees)..... | 313 |

| | |
|---|-----|
| Appendix 38: Questionnaire..... | 318 |
| Appendix 39: Overall summary of questionnaire results | 324 |
| Appendix 40 Chi table value | 338 |
| Appendix 41: Themes from open-ended questionnaire response | 339 |
| Appendix 42: Data coding themes that emerged from open-ended questionnaire | 340 |

LIST OF FIGURES

| | | |
|------------|---|-----|
| Figure 1: | UK workforce engagement change from 2012 to 2016..... | 23 |
| Figure 2: | Overview of the research study..... | 30 |
| Figure 3: | Three types of employees according to Gallup..... | 33 |
| Figure 4: | Historical Highlights of the Employee Engagement Concept from 1990 to 1999..... | 35 |
| Figure 5: | Historical Highlights of the Employee Engagement Concept from 2000 to 2010 | 36 |
| Figure 6: | Historical Highlights of the Employee Engagement Concept from 2010 to 2017 | 37 |
| Figure 7: | Drivers of engagement..... | 41 |
| Figure 8: | McDonald’s respect-engagement- flexibility cycle..... | 46 |
| Figure 9: | Drivers of engagement..... | 50 |
| Figure 10: | Drivers of engagement..... | 51 |
| Figure 11: | Employee engagement model: Drivers and Outcomes..... | 53 |
| Figure 12: | Maslow’s Hierarchy of needs..... | 55 |
| Figure 13: | Three main components to employee engagement | 66 |
| Figure 14: | Macey and Schneider engagement model | 72 |
| Figure 15: | Engagement, performance, and intention to stay | 83 |
| Figure 16: | The research onion | 89 |
| Figure 17: | Research approaches..... | 93 |
| Figure 18: | Sequential approach..... | 97 |
| Figure 19: | Analyzing the interview data | 106 |
| Figure 20: | Sample selection process | 109 |
| Figure 21: | Age range of participants | 125 |
| Figure 22: | Gender division of participants | 126 |
| Figure 23: | Current employment mode | 127 |
| Figure 24: | Level within the organization | 128 |
| Figure 25: | Years of experience offshore | 129 |
| Figure 26: | Years of experience with current organization | 130 |
| Figure 27: | Does employees find their work engaging | 131 |

| | |
|--|-----|
| Figure 28: Is Employee engagement beneficial | 132 |
| Figure 29: Motivation factor to perform work better | 132 |
| Figure 30: Isolation from work colleagues | 134 |
| Figure 31: Isolation from organization | 134 |
| Figure 32: Employee engagement and positive impact | 135 |
| Figure 33: Employee engagement and commitment | 137 |
| Figure 34: Employee engagement and better physical and mental health | 139 |
| Figure 35: Employee engagement and job satisfaction towards work. | 141 |
| Figure 36: Employee engagement and motivation towards work..... | 143 |
| Figure 37: Employee engagement and productivity..... | 145 |
| Figure 38: Training to do the job..... | 146 |
| Figure 39: Communication to do the job..... | 147 |
| Figure 40: Fairly rewarded at work..... | 147 |
| Figure 41: Recognition at work..... | 148 |
| Figure 42: Support from manager..... | 149 |
| Figure 43: Relationship with manager..... | 150 |
| Figure 44: Positive psychological contract and employee engagement towards work..... | 152 |
| Figure 45: Top drivers of employee engagement..... | 153 |
| Figure 46: Consider leaving the Oil and Gas industry..... | 154 |
| Figure 47: Main reason for moving from Oil and Gas industry..... | 155 |
| Figure 48: Themes emerged from defining employee engagement..... | 159 |
| Figure 49: Demonstration of employee engagement – when individual “want to do”..... | 162 |
| Figure 50: Demonstration of employee engagement – when individual “have to do”..... | 162 |
| Figure 51: Three dimensions of employee engagement..... | 165 |
| Figure 52: Conceptual model in relation to the factors impacting employee engagement..... | 170 |
| Figure 53: Benefits of employee engagement..... | 193 |
| Figure 54: Employee engagement model..... | 196 |

Figure 55: Employee engagement model.....207
Figure 56: Happy Workforce Model..... 215

LIST OF TABLES

Table 1: Chi-squared test for employee engagement and positive impact on relationship with employer

Table 2: Chi-squared test for employee engagement and positive impact on commitment

Table 3: Chi-squared test for employee engagement and better physical and mental health

Table 4: Chi-squared test for employee engagement and job satisfaction towards work.

Table 5: Chi-squared test for employee engagement and motivation towards work.

Table 6: Chi-squared test for employee engagement and productivity

Table 8: The 12 Elements linked to employee engagement

Table 9: Table Literature of Employee Engagement definitions

Table 10: Lewin's Leadership Styles

Table 11: Type of data: Advantages a disadvantages

Table 12: Research Philosophies

Table 13: Type of interviews - Advantages a disadvantages

Table 14: Pilot Interviews

Table 15: Types of Questionnaires – Advantages a disadvantages

Table 16: Pilot Questionnaire

Table17: Grouping of questions

Table 18: Qualitative Sampling Methods (Non- Probability sampling)

Table 19: General Demographic Analysis – Senior Leaders

Table 20: Demographic – Data gathering – Senior Leaders

Table 21: Demographic Analysis – Employees

Table 22: Demographic – Data gathering – Employees

Table 23: Defining employee engagement.

Table 24: Importance of employee engagement

Table 25: Fostering employee engagement

Table 26: Factors that have the most impact on employee engagement

| | |
|--|-----|
| Table 27: Employee engagement and psychological contract between employer and employees | |
| Table 28: Role of managers (immediate supervisor) in employee engagement | |
| Table 29: Issues/decline in employee engagement during COVID and economic crisis | 297 |
| Table 30: Employee Engagement as effective Retention tool | 297 |
| Table 31: Employee's and Employer's view on the benefit of employee engagements | 298 |
| Table 32: Challenges of implementing employee engagement among offshore employees | 299 |
| Table 33: Challenges faced by employees when working offshore | 300 |
| Table 34: Suggestion for improving employee engagement | 300 |
| Table 35: Suggestion for improving current engagement level | 301 |
| Table: 36. Data coding themes emerged from the semi-structure interview data analysis (Senior Leaders) | 302 |
| Table: 37. Data coding themes emerged from the semi-structure interview data analysis (Employees) | 303 |
| Table: 38. Themes emerged from the semi-structure interview data analysis (Senior Leaders) | 303 |
| Table: 39. Main things that motivates to perform work better | 304 |
| Table: 40. Motivation to offer employee engagement | 305 |
| Table: 41. Importance of employee engagement | 306 |
| Table: 42. Fostering employee engagement | 307 |
| Table: 43. Factors that have impact on employee engagement | 307 |
| Table: 44. Employee engagement and psychological contract | 308 |
| Table: 45. Role of managers in employee engagement | 308 |
| Table: 46. Decline in employee engagement | 309 |
| Table: 47. Employee engagement as effective retention tool | 310 |
| Table: 48. Benefit of employee engagement | 310 |
| Table: 49. Challenges of implementing employee engagement among offshore employees | 311 |

| | |
|--|-----|
| Table: 50. Suggestion for improving employee engagement | 312 |
| Table: 51. Defining employee engagement | 313 |
| Table: 52. Factors that have the most impact on employee engagement | 314 |
| Table: 53. Employee engagement and psychological contract | 314 |
| Table: 54. Role of managers in employee engagement | 315 |
| Table: 55. Decline in employee engagement | 315 |
| Table: 56. Benefit of employee engagements | 316 |
| Table: 57. Three challenges faced by employees when working offshore | 316 |
| Table: 58. Suggestion for improving employee engagement | 317 |
| Table: 59. Employees age | 324 |
| Table: 60. Gender division of employees | 324 |
| Table: 61. Working mode of employee | 325 |
| Table: 62. Level within the organization | 325 |
| Table: 63. Length of service in offshore industry | 326 |
| Table: 64. Length of service in the current organization | 326 |
| Table: 65. Is work engaging | 327 |
| Table: 66. Employee engagement as beneficial | 327 |
| Table: 67. Motivation to perform work better | 328 |
| Table: 68. Isolation from work colleagues | 328 |
| Table: 69. Isolation from the Company | 328 |
| Table: 70. Employee engagement has a positive impact on your relationship with your employer | 329 |
| Table: 71. Employee engagement and commitment | 330 |
| Table: 72. Employee engagement and better physical and mental health | 330 |
| Table: 73. Employee engagement and job satisfaction | 331 |
| Table: 74. Employee engagement and motivation | 331 |
| Table: 75. Employee engagement and productivity | 332 |
| Table: 76. Training to aid development | 332 |
| Table: 77. Communication to carry out the job | 333 |

| | |
|--|-----|
| Table: 78. Fairly rewarded at work | 333 |
| Table: 79. Recognized for hard work and successes at work | 334 |
| Table: 80. Support from immediate line manager | 334 |
| Table: 81. Good relationship with line manager | 335 |
| Table: 82. Positive psychological contract and employee engagement | 335 |
| Table: 83. Top drivers of engagement | 336 |
| Table: 84. Moving job outside Oil and Gas industry | 337 |
| Table: 85. Main reason for moving job outside Oil and Gas industry | 337 |
| Table: 86. Chi table value | 338 |
| Table: 87. Suggestions for improving the current engagement level | 340 |

GLOSSARY

Definitions and terms used in this study

- Redundancy – Type of dismissal which happens when an employer needs to reduce the size of its workforce.
- Furlough - Temporary leave applied to whole or part of workforce by the organization due to special circumstances which may be caused due to economic conditions.
- Offshore remote working - Employees who works in an offshore environment (it can be working in an Oil rig or platform) where employees usually spend few weeks offshore, alternating with few weeks of spare time at home.
- Field break – Field break refers to the time spent away from offshore working environment and taking a break before the next trip to offshore.
- Psychological contract – The set of individuals' expectations, beliefs, ambitions, values, and obligations, as perceived by the employer and the employee.
- Transactional Contract - Mutually accepted explicit agreement between the employer and the employee.

CHAPTER 1: INTRODUCTION

1.0 INTRODUCTION

In the UK, the Northeast of Scotland, particularly the central North Sea is the focal point of Oil and Gas activities contributing to a total employment of 259,900 in 2018 (OGUK, 2019). The current market situation presents the analyzes that several specialized roles within the North Sea Oil and Gas industry has a significant skill-shortage where some jobs are in high demand (Camps, 2015). Here it is key to indicate that employee engagement is one of the integral elements in retaining current workforce as if employees are not engaged, it will impact the current employees in an organization and thus adversely contributes to the skill shortage within the industry (Tyler and Blader, 2003).

The Northeast of Scotland's Oil and Gas industry has already impacted by shortage of skill set and further to add the variations of Oil price and COVID contributed to low morale and employee engagement among the employees. Hence to ensure that the Oil and Gas industry in Northeast of Scotland do not further face any issue with employee engagement, the researcher decided to study employee engagement within the North Sea offshore remote workforce. The primary reason for this is because Oil and Gas industry is a substantial part of UK's economy and having an engaged workforce ensures high productivity, less turnover, improve business results and play a key role in achieving organizational success and competitive advantage to attract and retain talent (Bakker and Demerouti, 2008). AbuKhalifeh and Som (2013) established that the cost associated

with recruiting of workforce is low with an engaged workforce as the percentage of employees leaving an organization voluntarily is less within an engaged workforce.

1.2 BACKGROUND OF THE STUDY

Saks (2006) state that different organizational outputs such as productivity, commitment, and performance are linked to employee engagement which produces long-term organizational success (Saks, 2006). Macey and Schneider (2008) explicate that an engaged workforce generates positive attitude and cheerful outlook among the organization and the employees thus encouraging them to provide better services to their customers. This is very significant within the Oil and Gas industry as most of the organizations within the industry provides services to multiple customers including Oil and Gas operators and hence ensuring high quality customer service is very significant. Poor customer service due to the lack of engagement among workforce could adversely affect organizational success as the clients and the customers within Oil and Gas industry could discontinue working with the Oil and Gas companies if the customer services are not that great (CIPD, 2022). It is also evident from the study conducted by Towers Perrin (2006) which demonstrated a positive relationship between employee engagement and good customer satisfaction. Towers Perrin's study focused among 600,000 employees from various industries globally that provided further evidence to the positive influence of customer services and the result shows that 72% of the

engaged workforce can positively influence customer service (Towers Perrin, 2006).

The above results are further supported by the following studies:

- A study among 65 organizations selected from different industries conducted by Macey et al (2009) provided substantial evidence that engaged employees showed a greater return on profitability and shareholder value than disengaged employees.
- Kim, Kolb, and Kim's (2013) study validate this by stating that organizations that prioritize and give high focus on developing an engaging environment will accelerate both the employees and the organization's performance, goals, customer satisfaction and talent retention.

Over the recent years there has been a considerable variance in the relationship between employee and employer that results in low engagement among offshore employees. Friends of the Earth Scotland (2020) survey among 1,383 offshore employees in North Sea reveals that 81% of offshore Oil and Gas workers are prepared to exit the industry. The study population contributes to 4.5% of the overall North Sea offshore workforce. Schaufeli, Bakker and Van (2009) have also agreed that low employee engagement generate adverse consequences such as employee turnover and burnout. Here, it is important to relate this study as even though Schaufeli, Bakker and Van stated their finding in 2009, even in today's world the study highlights the importance of employee engagement in retaining the employees. It is evident that several research studies

support that the offshore population sees that there is no longer a job for life. Friends of the Earth Scotland (2020) survey findings also show that recent redundancies and furlough within the industry is 43% since March 2020. Even though the Oil and Gas industry have recovered from this crisis, even today (at the time of writing this research), studies shows that offshore employees are unhappy about various elements which have an impact on employee's morale and engagement (Energy Voice, 2021). The above findings add strong evidence to the fact that psychological contract between employee and employer has drastically changed and there is a disengaged workforce. Hence in today's world, to ensure employee productivity and organization commitment in offshore environment, employee engagement is a crucial element (Chalofsky and Krishna, 2009; Rich, Lepine, and Crawford, 2010).

Due to the volatile nature of the offshore environment, the need for employee engagement is a deciding element to increase organizational effectiveness which is a key driver to improve safety, customer satisfaction, productivity, and reduction of employee turnover (Buckingham and Coffman, 1999; Coffman and Gonzalez- Molina, 2002). The recession impacted Oil and Gas industry in 2015 which is still continuing today and the global pandemic in 2020 reinforced the significant benefit and the need to promote employee engagement. Macleod and Clarke (2009) advocated that in times of crisis, employee engagement initiatives can help the organizations to deal with the challenges of recession by establishing trust and maintaining expectations among employees. The organization could

unleash the commitment of their employees by establishing trust that could enhance employee's performance more effectively and efficiently.

According to Banks (2010) fulfilling the expectations of the employees against how companies are meeting those deliverables significantly impacts employee engagement level among employees. This approach is framed by Banks (2010) as '*Expectations versus Deliverables*' relationship model which establishes a direct connection between the organizational history of treating employees and how the employee is expected to be engaged, demonstrates loyalty and commitment to the organization. As a result, an engagement equation is formed when both the employees and organization's expectations are balanced that could benefit both the parties.

1.3 THE IMPORTANCE OF THE RESEARCH

Gallup (2019) studies shows that engaged employees are more productive, who work for a purpose with more customer focused and less likely to leave the organization than those employees who are disengaged at work. Having high levels of employee engagement creates a positive atmosphere in the business resulting in employees showing positive commitment, energy and attitude towards the organization contributing to individual and organizational success (Sundaray, 2011). As the offshore workforce contributes to a major part of Oil and Gas industry in the UK, employee engagement for organizational success is a key factor. Bakker, Demerouti and Brummelhuis (2012) also advocates that when an employee is engaged, commitment level is high, and they stay with the organization to

accomplish its goals and objectives. Further AbuKhalifeh and Som (2013) states that having disengaged workforce will undermine organizational effectiveness and performance through increased absenteeism, mental health and wellbeing issues, higher turnover, lower productivity, and a high recruitment and training cost. Gallup (2017) has been tracking the level of employee engagement among UK employees since 2012 and in 2016 and the data indicate that there is a significant drop from the engaged workforce in the UK from 17% in 2012 to only 8% in 2016. Even though Gallup’s study is not focusing on the Oil and Gas industry, the above data is relevant to the Oil and Gas industry as well.

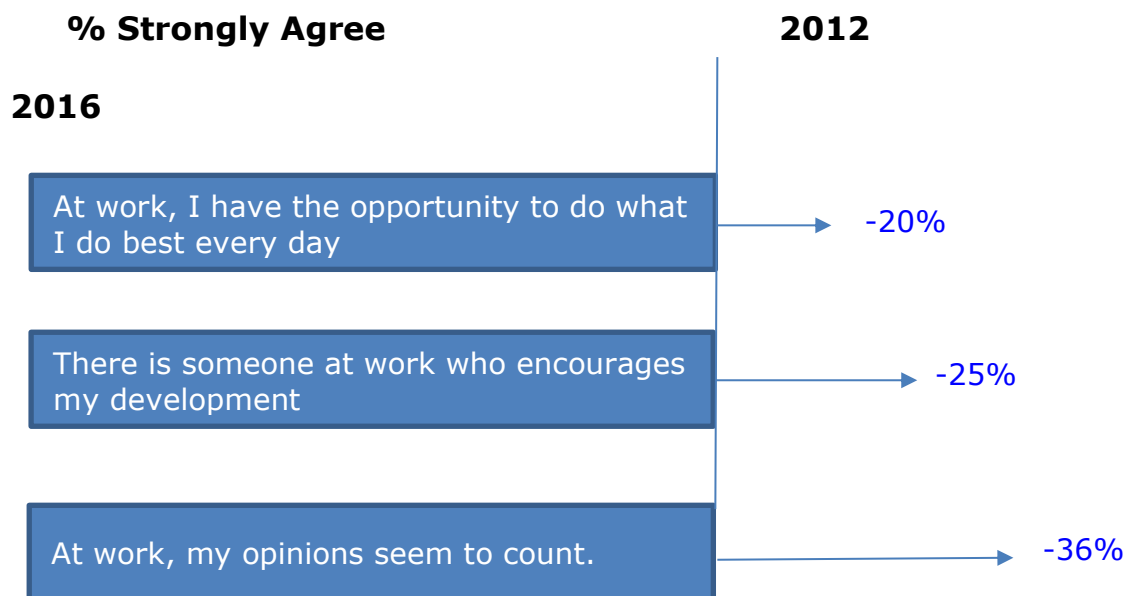


Fig 1: UK workforce engagement change from 2012 to 2016

Source: Gallup (2017)

In 2018, CIPD conducted a study among 741 remote workers in EDF Energy which is a UK based energy company. The finding indicates that the workforce population spends 80–100% of their time working remotely contributing to higher levels of loneliness and workplace isolation (CIPD,

2018). The above study is vital and can be compared with North Sea offshore industry. Due to the nature of offshore working arrangement, it could be natural that offshore employees could report feelings of isolation, loneliness from their colleagues and office culture.

The researcher noticed that while there have been various studies carried out in relation to employee engagement in other sectors, research is limited to the study of employee engagement among offshore employees in the Oil and Gas industry. Hence the research subject presents interest and great attention to understand how employee engagement among offshore employees can positively impact both the employees and the organization. This will take us to the next section in the study, which will include aim and objectives of this study.

1.4 AIM AND OBJECTIVES

The aim of the research is to explore the management and experience of employee engagement amongst the UK North Sea offshore remote employees. To achieve the overall aim of the research, the following objectives are identified:

- To examine the concept of employee engagement using known theories.
- To examine offshore employees' and organizations perceptions of employee engagement.
- To examine the interrelationship between employee engagement and psychological contract of employees and employers.

- To examine if employee engagement can act as an employee retention tool in Oil and Gas industry.
- Examine and explore the benefits and challenges of employee engagement among offshore employees in the North Sea Oil and Gas industry.

1.5 RESEARCH QUESTIONS

According to Saunders, Lewis and Thronhill (2009 p.610) “*a research question consists of a number of key questions that the research process will address*”. The research questions will give an overview of the aim and objectives of this study which helps to get a full understanding of what the researcher intends to achieve. Therefore, the researcher aims to answer the following questions:

- What is employee engagement?
- What are the purposes and importance of employee engagement?
- How does employee engagement affect the psychological contract between employee and employer?
- How does employee engagement act as an employee retention tool in the North Sea Oil and Gas industry?
- What are the benefits and challenges of employee engagement among offshore employees in the North Sea Oil and Gas industry?

1.6 RESEARCH APPROACH

This study was conducted using both qualitative and quantitative research. The research was conducted using interviews and online, pre-validated survey to collect perspectives from employees and leaders in relation to

engagement and disengagement, circumstances that contribute to or prevent employee engagement to be functional, and what strategies organizations have used to promote engagement in the workplace.

CHAPTER 2: PROBLEM STATEMENT

In the context of this research, the researcher takes into account of remote employees who are employed by the company working from any type of offshore installations. Gallup (2017) survey results shows that only 15 percent of the employees worldwide are engaged in their job. Comparing this in the UK context, the CIPD's Good Work Index survey conducted in 2018 shows that only about two-thirds of workers are satisfied with their jobs overall (CIPD, 2018). The analysis also presented that that the level of job satisfaction in the UK varied where it dropped in 2010 and 2011 (CIPD, 2021). The Qualtrics employee plus survey report shows that even though there is an increase in employee engagement level among the UK employees in 2018, UK employees are one of the least engaged in the world (Qualtrics, 2022).

It is important to mention the study conducted by Dixon in 2009 that various external factors including political, economic, social, technological, environmental factors such as the fluctuations in the Global economy over the past years significantly impacted the level of employee's attachment to the organization which is alleged to result in levels of anger, anxiety, and insecurity (Dixon, 2009), trust levels among workforce affecting the levels of employee engagement at work.

Engaged employees are happier employees, produce increased profit, exhibit elevated levels of creativity, experience less absenteeism, increases safety standards which positively affect business outcomes, and increases retention rate (Harter and Wagner, 2006). Despite the benefits of having

highly engaged employees, Saks (2006, p. 600) states that, "*there is a surprising dearth of research on employee engagement*". However, the researcher aims to explore how offshore employees describe the experience of being engaged at work. Therefore, by conducting this study, it will provide a clear understanding of the impact of employee engagement on the organization and will also examine the connection between various aspects of organizational support and organizational behaviors among North Sea offshore employee's engagement.

2.0 INTRODUCTION TO THE STRUCTURE OF THE REPORT

This thesis comprises of seven main parts. It will be arranged into sections, starting with introduction, aim, and objectives followed by literature review and then methodology. Next, it will analyze the results and will discuss the findings. Conclusions will be drawn, and recommendations are offered. Appendices will follow this.

2.1 STRUCTURE OF THE THESIS

Chapter 1 - Introduction

The introduction chapter presents a brief introduction to the main topic which is employee engagement that presents a general perspective on the research, and its importance and objectives. The research aim and objectives are also outlined. It provides an outline of the research that is discussed in the next seven chapters.

Chapter 2 – Literature Review

This chapter reviews the literature of employee engagement by looking into current literature mainly from academic journals, resources, and textbooks.

The chapter then review employee engagement, its concept, factors driving employee engagement and benefits and challenges of employee engagement. Further it also discusses organizational change and how it can affect a company and its employees.

Chapter 3 – Methodology

In this chapter, the researcher discusses the methodological framework and tools by means of which the research was conducted and implemented. The chapter discuss the research strategy and design and the justifications for using specific methods. Various research philosophies and their strengths and weaknesses are discussed along with the sample population, ethical considerations, measures to ensure reliability and validity of the research.

Chapter 4 - Results

The purpose of this chapter is to outline and analyze the data collected from the survey completed by 70 employees and the interview data. This chapter begins by presenting a descriptive statistical analysis of the general demographic characteristics of the respondents, including their gender, age, and background.

Chapter 5 - Discussion

The purpose of this chapter is to discuss in detail the results gathered.

Chapter 6 – Conclusion

This chapter concludes the study by giving a summary of research studies.

Chapter 7 - Recommendation

Chapter 7 provides an overview of the research, and recommendations for future research are discussed.

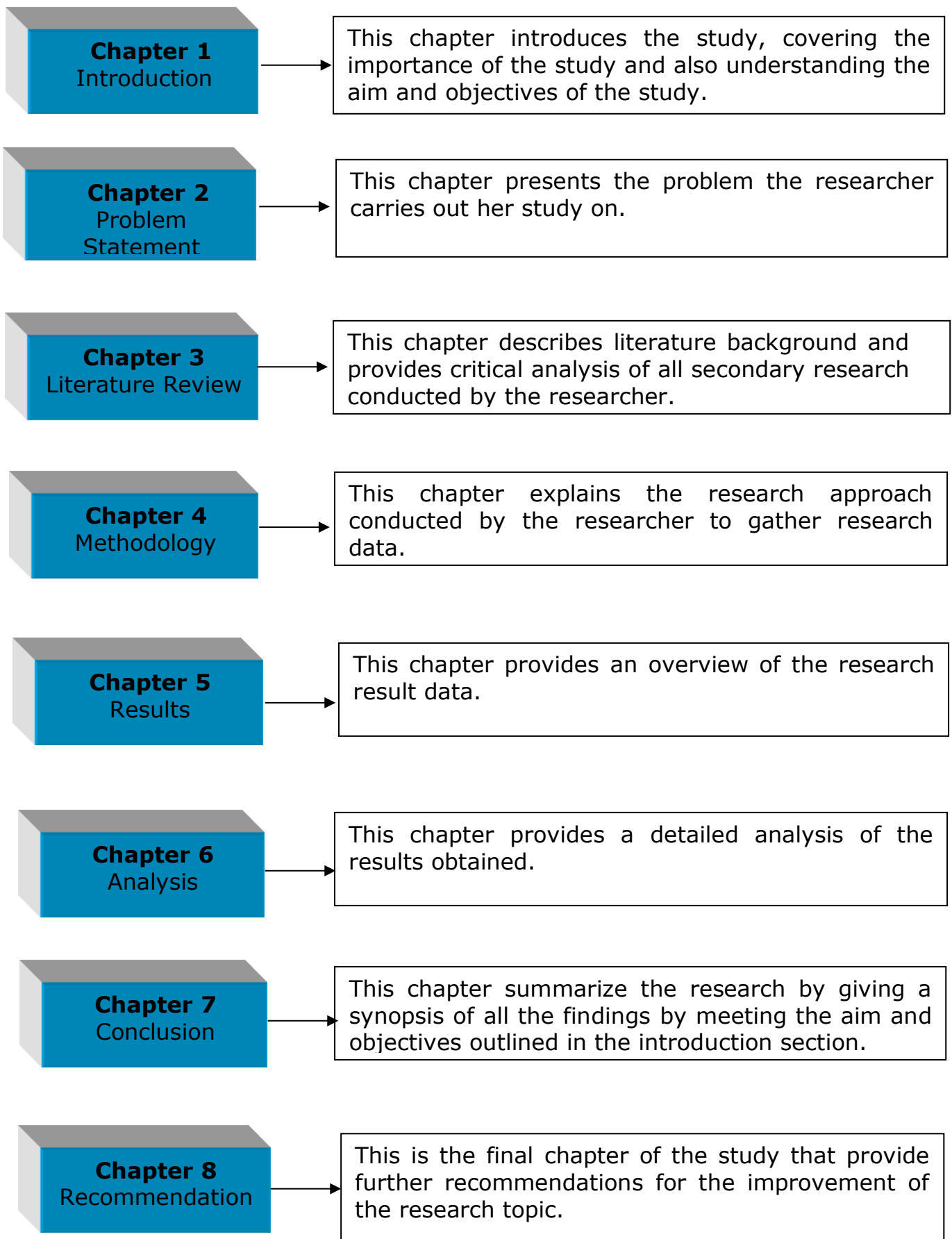


Fig 2: Overview of the research study

CHAPTER 3: LITERATURE REVIEW

3.0 INTRODUCTION

Literature review helps to understand the research subject by demonstrating knowledge and understanding of the academic literature in the field of employee engagement which helps to conceptualize the research problem clearly and precisely (Kumar, 2008). This section aims to provide an analysis to justify the importance and uniqueness of the study in relation to employee engagement relevant to the work of other scholars.

3.1 DEFINING EMPLOYEE ENGAGEMENT

It is widely known that Kahn is the pioneer in introducing the earliest definition of employee engagement to appear in the world of academic literature and as such the researcher starts the literature review with Khan's definition of employee engagement (Kahn, 1990). Kahn (1990, p.694) defined engagement as "*the harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and mentally emotionally during role performances*". This aspect of employee engagement definition by Kahn focuses on both emotional and physical aspects of employee engagement with the employees' views about the organization, its leaders and dealing with work conditions and provides priority on the mindset to be '*present at work.*'

An engaged employee, as defined by Bevan et al. (1997, p. 337) as cited in Armstrong (2009), is someone "*who is conscious of business context,*

and collaborates closely with colleagues to enhance performance within the work for the advantage of the organization”.

Hewitt (2013) defined engagement through three attributes that the engaged employees demonstrate, and these are clustered into three categories as follows:

1. Say – In this category, highly engaged workforce demonstrates positivity about their organization internally and externally.
2. Stay – In this category, highly engaged workforce is enthusiastic and takes an effort to be involved to be a part of the organization.
3. Strive – In this category, highly engaged employees exercise discretionary effort who are motivated ensuring that their performance are aligned with organization’s goals thus contributing towards organizational success.

In analyzing the above definitions, it is evident that all the three categories exhibit similar characteristics and with a positive state of mind towards work and organizations values, employees will become more engaged, enthusiastic, and passionate about their work, which then increases their levels of commitment thus improving performance.

All the above strongly alludes to the fact that the way employees see the impact of positive employee engagement have an impact on employee’s wellbeing. This is evident from Gallup’s Q12 engagement survey. In the data collected from Gallup’s Q12 engagement survey, Schmidt (1992) first described employee engagement in literature by explaining the relationship between wellbeing in the workplace and how it contributes to business

outcomes. The Gallup's Q12 is a survey that measures employee engagement based on 12 key expectations from employees that when satisfied, would accomplish engagement at work (Gallup, 2021). This is described in table 1 which is shown in the Appendix 1. Gallup have identified 12 core elements (the Q12) that are strongly linked to key business outcomes which measures employee engagement.

Further, the above factors are then analyzed, and were categorized into three different levels of engagement as demonstrated below in figure 3.

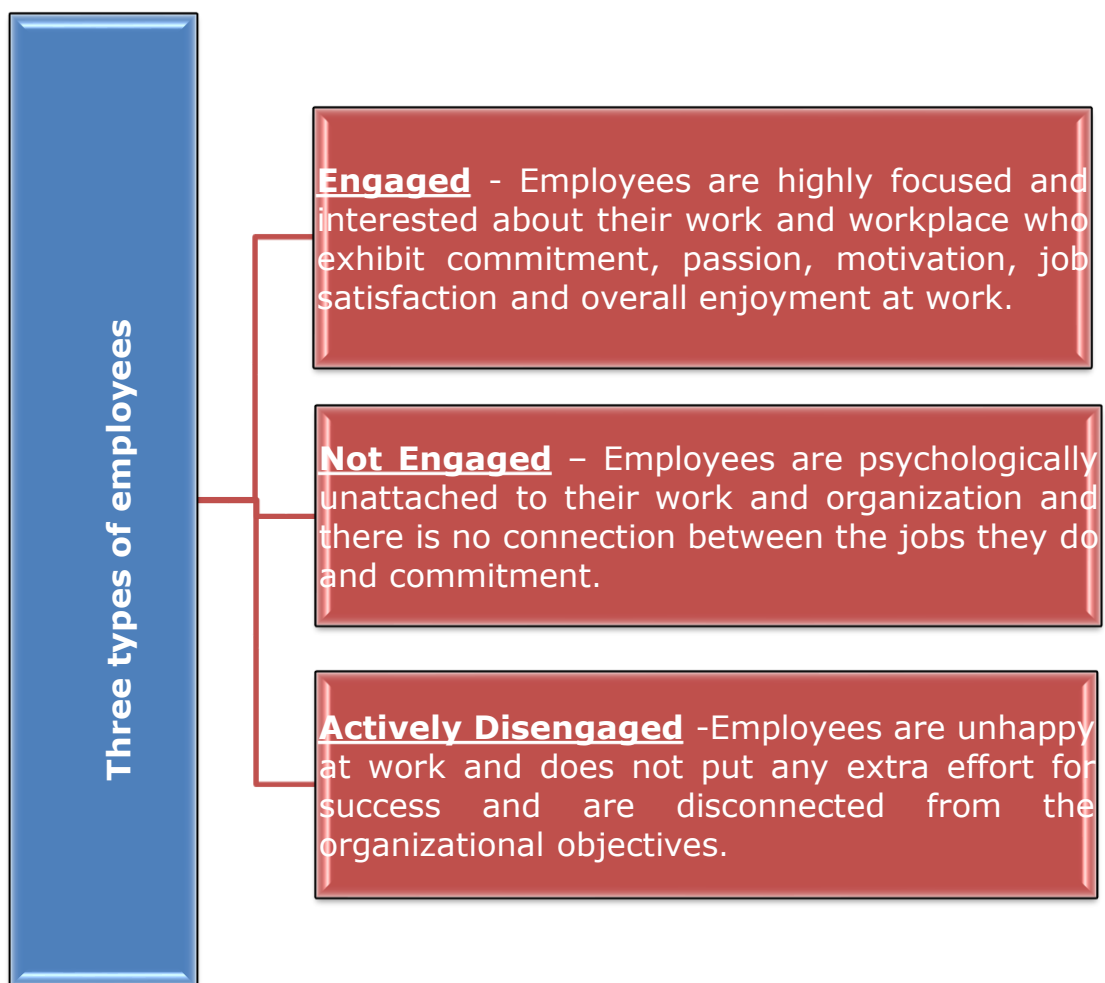


Fig 3: Three types of employees according to Gallup

Source: Adapted from Gallup Inc.

Varying degrees of employee engagement definitions have been reviewed and the three types of employees according to Gallup can be compared with the classification identified by Meere (2005). Meere (2005) identified different levels of engagement as below:

1. **Engaged** – Employees who contributes to the success of the organization and pumps in the discretionary effort for organizational success. These employees exhibit emotional commitment and passion and are motivated and enthusiastic about organization's interest who goes above and beyond the organization's expectations (Meere, 2005).
2. **Not Engaged** – Employees perform their roles as an obligation and shows no commitment and motivation to themselves, the organization, and their team (Meere, 2005).
3. **Disengaged** –Employees who negatively influences other individuals and the organization and are disconnected from organizational objectives and strategy for success (Meere, 2005).

Three types of employees according to Meere (2005) and Gallup (2019) exhibits resemblances to theory of employee engagement and disengagement by Kahn (1990) who stated that engagement is the instantaneous expression of one's preferred self and the promotion of connections to others. Disengagement is the withdrawal of oneself and of one's preferred behaviors, promoting a lack of enthusiasm, emotional commitment, and positive behavior. Macey and Schneider (2008) have also identified common themes to the above definitions that employee

engagement is a desirable condition, consisting of both attitudinal and behavioral components with the involvement and commitment from employees for the organization to deliver above the targeted expectations. Appendix 2 details the list of employee engagement definitions the researcher referenced for her study. The researcher has also included historical highlights of the employee engagement concept in figure 4, 5 and 6 in chronological order.

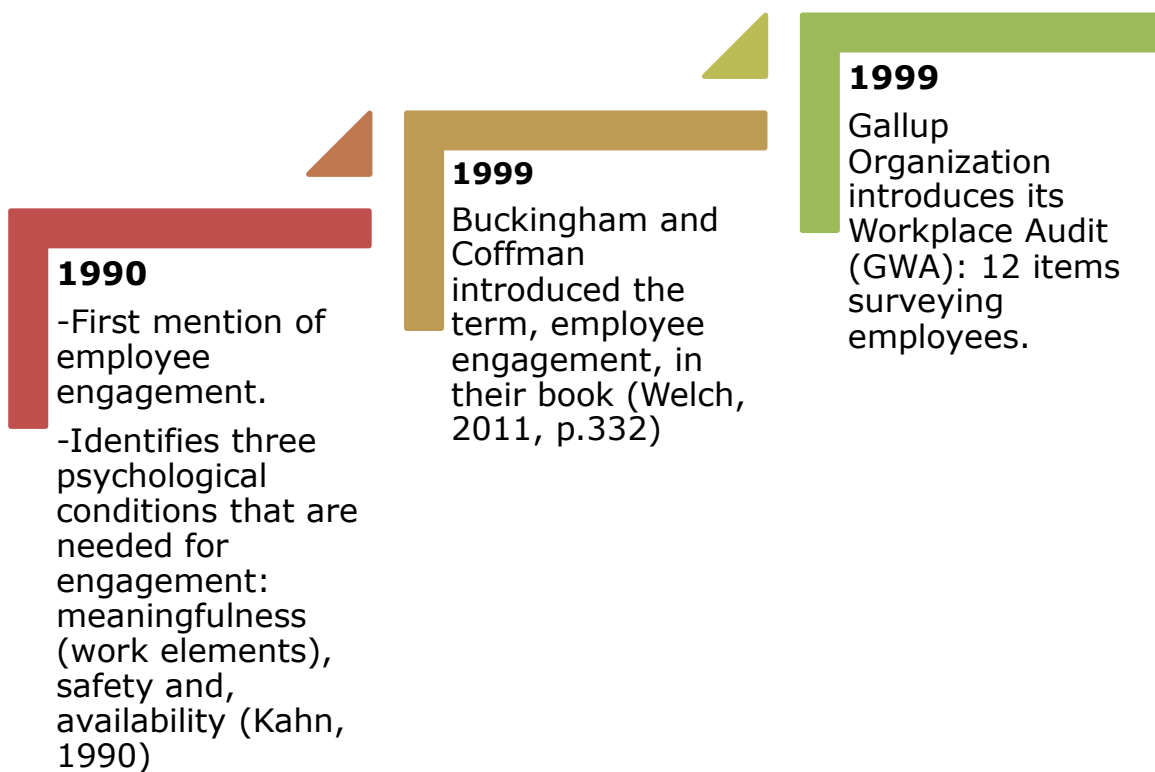


Fig 4: Historical Highlights of the Employee Engagement Concept from 1990 to 1999

Source: Researcher

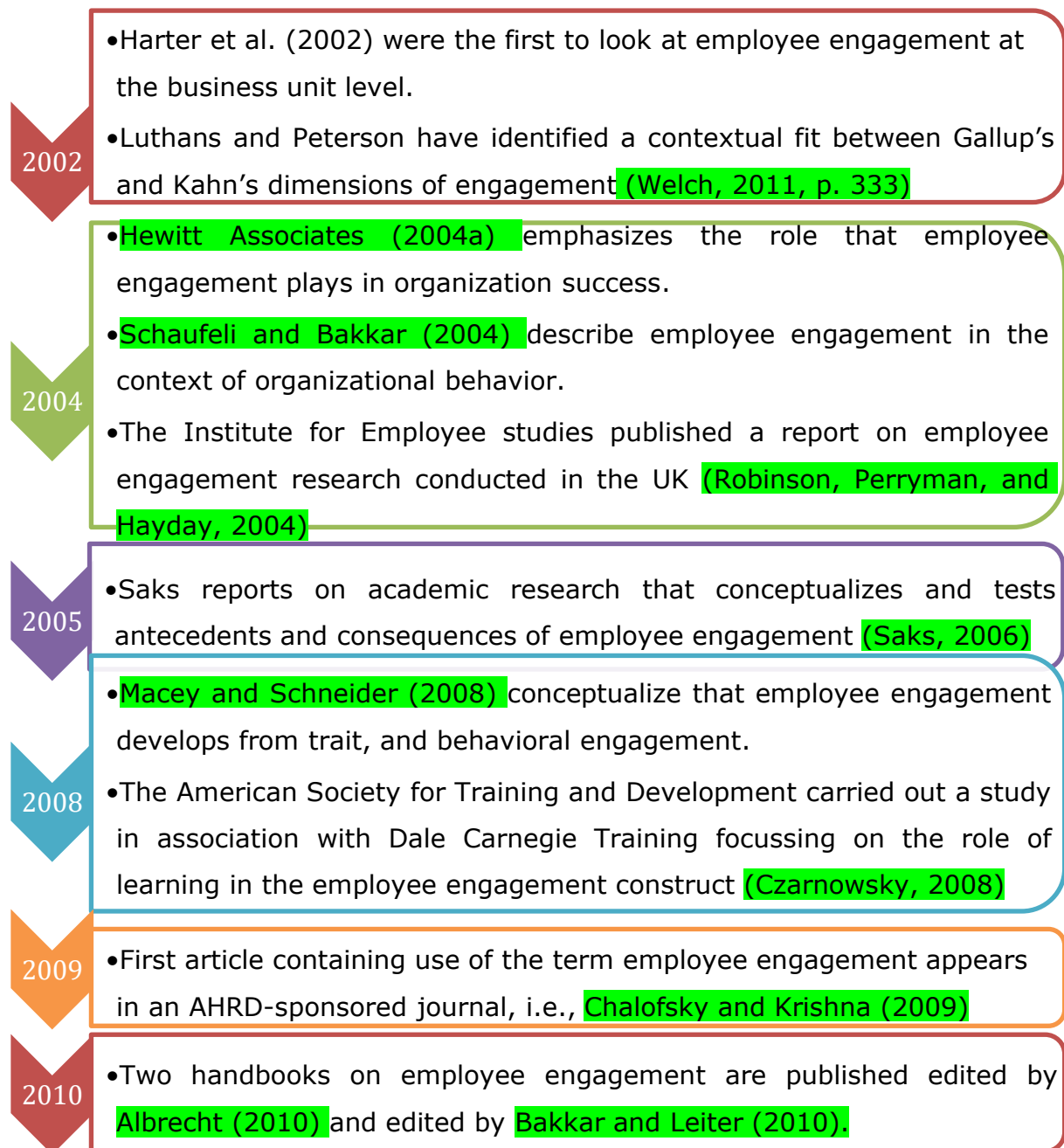


Fig 5: Historical Highlights of the Employee Engagement Concept from 2000 to 2010

Source: Researcher

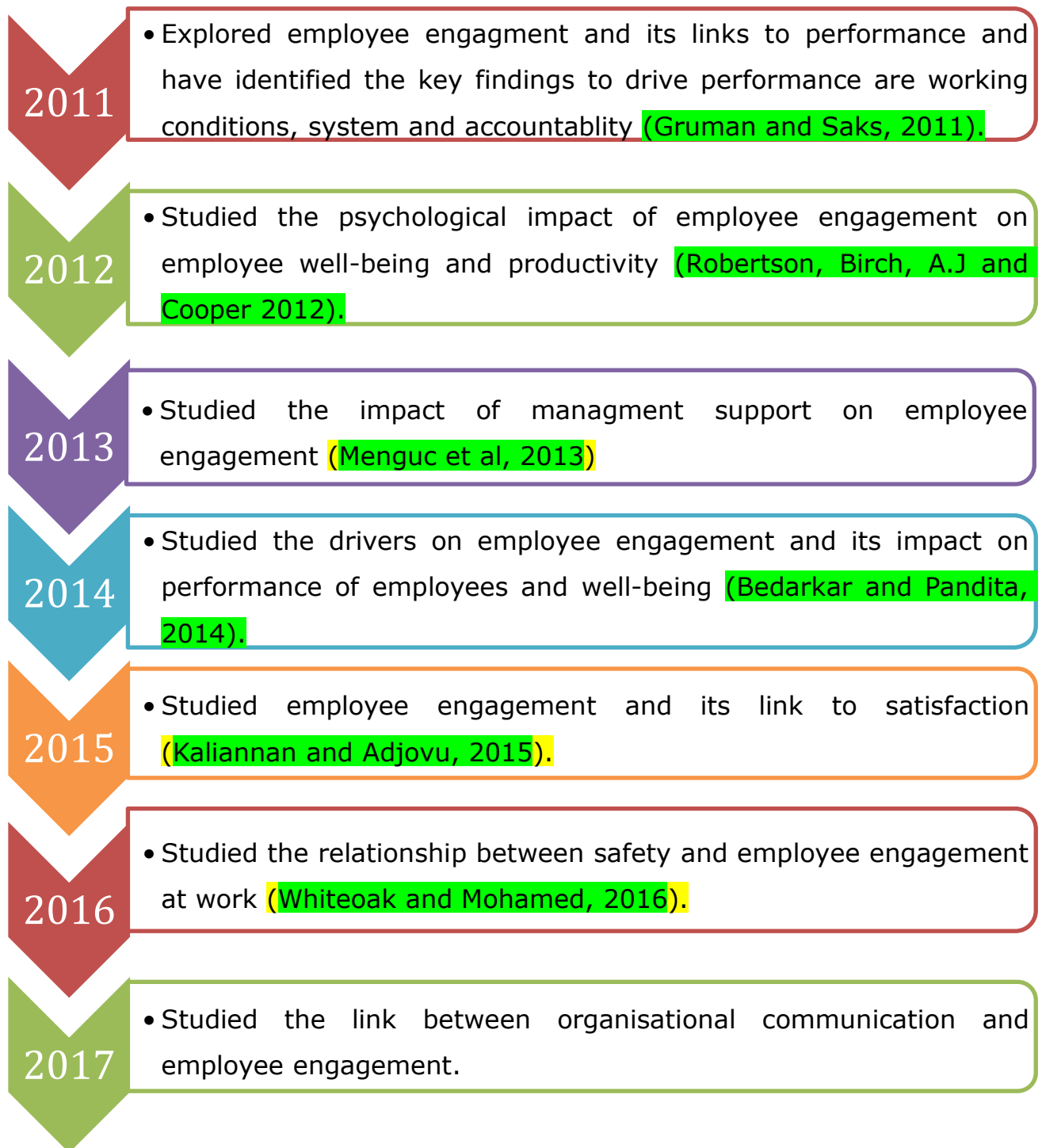


Fig 6: Historical Highlights of the Employee Engagement Concept from 2010 to 2017

Source: Researcher

3.3 IMPACT OF EMPLOYEE ENGAGEMENT

Employee engagement positively impact both the employee as well as the organization. Engaged employees are enthusiastic and passionate about their work who will go beyond the requirements of the job to accomplish the organizational objectives (Dibben, Wood and Klerck, 2011). Organizations have greater profit with highly engaged employees than those that do not (Cooper-Thomas et al., 2014). A global study conducted by Towers Perrin (2006) with over 664,000 employees from more than 50 companies indicated that there is a relationship between employee engagement and organization's annual operating income. The result of the study shows an improvement in operating income by 19.2% for those organizations with a highly engaged workforce when compared with a decline of operating income by 32.7% for those organizations with a low employee engagement over a 12-month period. Similar observations were made with those organizations with high engagement scores demonstrated a 13.7% improvement in net income growth compared to a decline of 3.8% with those companies with low engagement companies. McBain (2007) and Towers Perrin (2008) reported increase in financial performance for those organizations with high employee engagement levels than other organization where the engagement activities are low.

3.4 PSYCHOLOGICAL CONTRACT AND EMPLOYEE ENGAGEMENT

Psychological contract is the perception of employees and employers, of what their mutual obligations are towards each other (Armstrong, 2009). Schein (1995) quoted within Armstrong (2009 p.277) mentions that "*the*

notion of a psychological contract implies that there is an unwritten set of expectations operating at all times between every member of an organization, and the various managers, and others in an organization”.

Since “*psychological contracts refer to beliefs that individuals hold regarding promises made, accepted, and relied upon between themselves and another”*, it is the perception of whether the employee has employee engagement that drives the psychological contracting process (Rousseau and Wade-Benzoni, 1994, p.466).

Further research by CIPD (2022) also demonstrates a correlation between employee engagement and psychological contract. In an equivalent way, Guest and Conway (2004) identified that if psychological contract is broken, there will be:

- A negative impact on employee’s motivation
- A negative impact on employee’s job satisfaction
- A negative impact on employee’s engagement and
- A negative impact on employee’s commitment

Psychological contract has relational and transactional elements. The relational contract is characterized on the employee’s side by loyalty and job security on the employer’s side. Conversely, the transactional contract is interpreted as high pay and performance-based pay in return of long and extra working hours (Rousseau, 1990). If offshore employees exhibit positive employee engagement, they will be more attached to the organization. These employees will be more satisfied and loyal to the

organization and will support the organization which in turn builds a positive psychological contract with the employer (Stredwich and Ellis, 1998).

Since motivation, job satisfaction, employee engagement, and commitment are essential for building positive relationship between employee and employer, these non-financial elements are examined in the context of employee engagement to understand if these factors have enhanced the employer-employee bond and increased psychological contract between employee and employer. This leads to the next section in the literature review to understand whether the non-financial elements could influence the level of employee engagement.

3.5 DRIVERS OF EMPLOYEE ENGAGEMENT

For employees to stimulate positive working environment, organizations will have to foster an atmosphere that drive employee engagement. The Institute of Employment Studies (IES) has produced a model for defining employee engagement in 2004 and the drivers of engagement identified by Robinson, Perryman and Hayday (2004) will be discussed in the below section. However, as the levels of engagement activities and its drivers vary according to the organization and the individual and the job itself, a one size fits all approach does not fit across the board. Robinson, Perryman and Hayday (2004) suggests that there are various factors that influences engagement levels which includes an organization, personal characteristics, job characteristics and employee experiences.

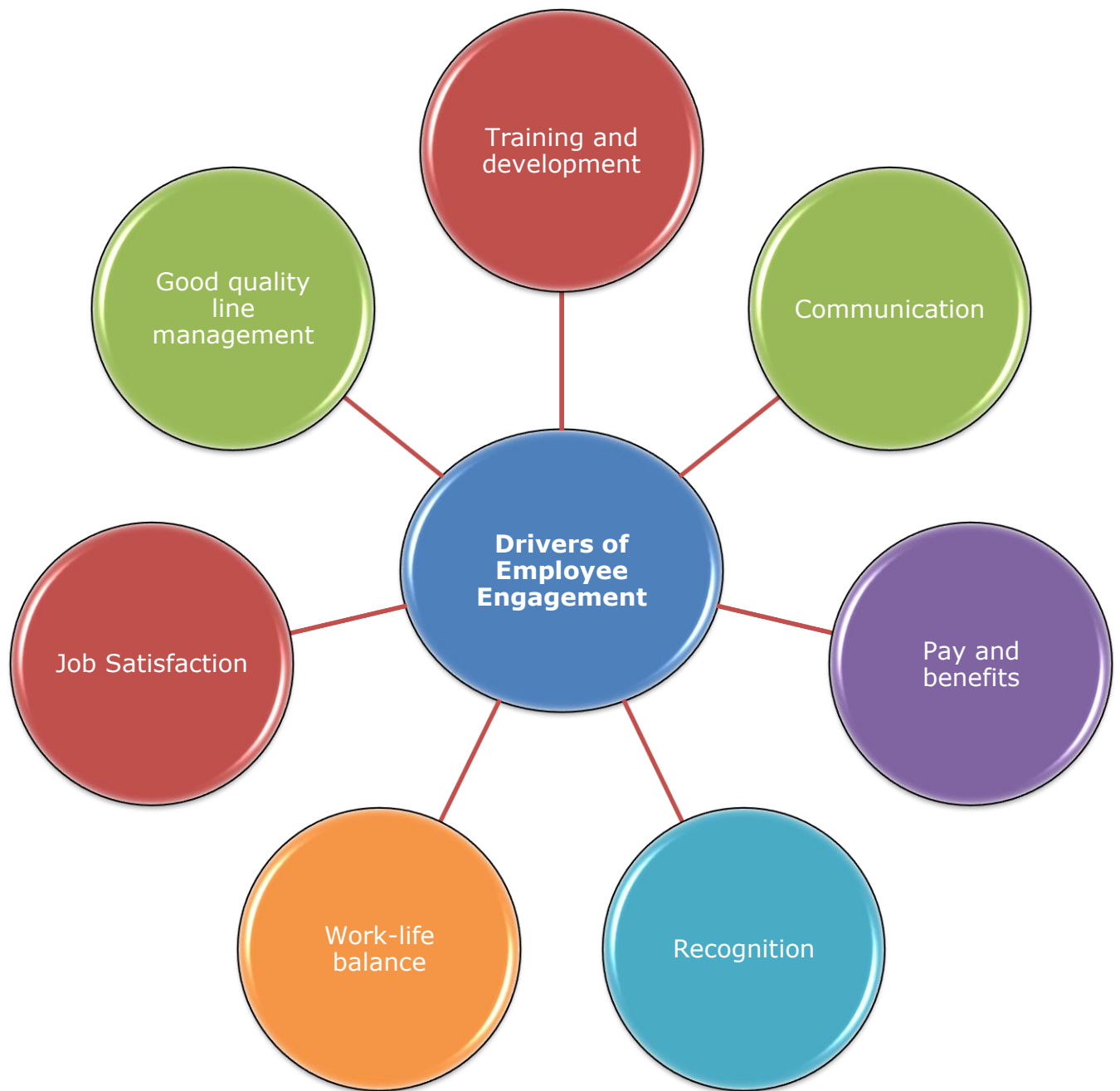


Fig:7 – Drivers of Engagement

Source: Researcher. Adapted from Robinson, Perryman, and Heyday (2004)

3.5.1. TRAINING AND DEVELOPMENT

It is paramount to focus on developing employees to have a positive input on employees' performance when the organization takes a genuine interest

in their career progression by providing training and development opportunities (Robinson, Perryman, and Hayday, 2004). Ahmadi, Ahmadi, and Abbaspalangi (2012) stated that identifying and managing talent within an organization can determine employee's survivability and sustainability within the organization. Further investing in developing employees gives them a sense of belonging within the organization, which in turn encourages employee satisfaction and thus has an impact on employee engagement (Ahmadi, Ahmadi, and Abbaspalangi, 2012).

3.4.2 COMMUNICATION

One of the critical aspects of employee engagement is information sharing and effective two-way communication as it strengthens organizational success by ensuring that information flows down, across and up the organization (Robinson, Perryman and Hayday, 2004). The return-on-investment study conducted by Watson and Wyatt in 2005 and 2006 cited in Tourish (2005, p.1) concluded that *"firms that communicate effectively are 4.5 times more likely to report high levels of employee engagement versus firms that communicate less effectively"*. They have also found that *"companies with high levels of communication are 20 per cent more likely to report lower turnover rates than their competitors"* (Tourish, 2005, p. 1). This is further supported by CIPD (2021) that effective internal communication is significant for developing trust within an organization and has a substantial position on driving employee engagement, organizational culture which in turn promotes greater performance, productivity, and employee wellbeing as individuals feel listened to and valued. Evidence

suggests that good employee communication enables employees to stay connected to their workplace and helps to develop a sense of belonging and desire to be a part of the organization (CIPD, 2021).

Gill (2009) reviewed the importance of communication tools, focusing particularly on the Australian culture and found that information and communication technology incorporating computer and social media technology is the most accessible and available medium for communicating with external and internal stakeholders of large organizations. This is further supported by CIPD's (2014) research report on social media and employee voice which indicates that employees can instantly share their opinion and receives quick responses from senior management in any part of the organization using technology (CIPD, 2021).

3.5.2.1 CULTURE

Culture is an essential part of organizational success that propels employee engagement (Lockwood, 2007). Furnham and Gunter (1993) as cited in Armstrong (2012 p. 384) defined culture as the "*commonly held beliefs, attitudes and values that exist in an organization in relation to how the work gets done*" whereas engagement is all about employees (CIPD, 2021).

However, a study conducted by Deloitte (2019) shows that organizations that focuses on their culture have 30% higher levels of innovation and 40% higher levels of retention. Reviewing the data, it is evident that both culture and engagement are two sides of the same coin and hence understanding the elements that drive culture is important in elevating employee engagement to create a positive discretionary behavior.

CIPD (2021) research suggests that the level of employee engagement is high when there is an open culture. Further, lack of poor communication could be open to misinterpretation, and this could be due to a lack of cultural intelligence. Kwar (2012 p.107) describes cultural intelligence as *"the ability to exhibit certain behaviors, including skills and qualities, which are currently tuned to the attitudes and values of others"*.

This is because the Northeast Oil and Gas industry consists of diversified workforce and the study conducted by OGUK (2019) states that 56% of total industry employment are from England, 39% in Scotland, 4% in Wales and 1% in Northern Ireland. Hence it is imperative to understand their cultural differences that helps to explain the organization's internal environment, in which employees have different beliefs and values that affects the level of their engagement (Reece and Brendt, 2008).

3.5.4 PAY AND BENEFITS

Robinson, Perryman, and Hayday (2004) states that fairness in relation to pay and benefits plays a key role in employee engagement; however, these strategies could be described as organization's commitment for creating a highly engaged workforce (Bratton and Gold, 2007). The study conducted by Employee Benefits (2008) have identified that bonuses form 16th place and benefits packages form 17th place among the list of factors driving employee engagement. Therefore, a blend strategy tailored to meet the needs of both employees and the organization will help to develop and maintain good employer engagement (Robinson, Perryman, and Hayday, 2004).

It is also important to state that in May 2022, many employees working offshore disputed over their pay which resulted in major disturbance within the industry with wildcat walkouts. This strike action by the offshore employees were a major topic of discussion in the UK offshore industry and some people described as wage revolution (Cassidy and Donaldson, 2022). Reports suggests that in July 2022 and in September 2022, employees working for a major Oil and Gas service company were balloted on industrial action by the union for pay and jobs (Offshore, 2022). All these clearly demonstrates that there is a significant challenge among offshore employees regarding their pay and other benefits.

3.5.5 RECOGNITION

Crawford et al., (2014) advocates that employee engagement is remarkable to employees for them to be recognized and awarded appropriately as the act of recognition sends messages to employees about what success looks like. Schaufeli and Salanova (2013) also stated that there is a reciprocal relationship between employee engagement and recognition as employees demonstrate an increased level of engagement when there is a positive recognition and reassurance from the employer. According to Gallup's analysis (2019), workplace recognition is associated with various employee engagement benefits as recognition makes employees feel valued for their work which increase productivity and loyalty to the company, leading to higher retention.

3.5.6 WORK-LIFE BALANCE

Work life balance and employee engagement goes hand in hand as the level of engagement will be boosted, if the work-life balance is respected (Woodruffe, 2006). Studies conducted by Fairhurst (2007) at McDonald indicate that organizations could benefit offering more flexibility to the workforce, as flexibility enhances mutual respect and understanding among employees which in turn generates greater engagement allowing even more flexibility. This virtuous cycle results in a balanced and sustainable model for workplace flexibility as illustrated in figure 8.

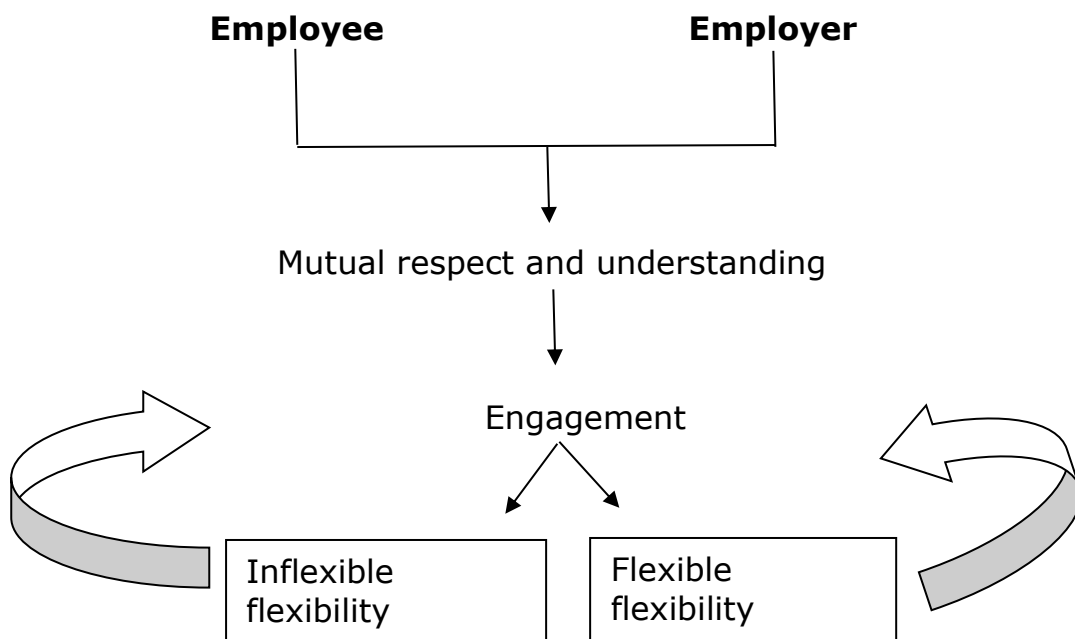


Fig:8 McDonald's respect-engagement- flexibility cycle

Source: Fairhurst (2007, p.18)

Armstrong (2012) state that an empowering and inspirational work atmosphere impact engagement as a healthy working atmosphere is linked to greater motivation and boosts productivity. Armstrong (2012) describes

work-life balance as a fine balance of employee's interests and responsibilities at work and outside of work.

Towers Watson's (2010) research cited in CIPD (2014) concluded the following:

- Highly engaged individuals with prominent levels of well-being are the most productive and happiest employees.
- Although, highly engaged employees with low levels of well-being produce high levels of productivity, they are more likely to leave their organizations and experience high levels of burnout.

The same research suggested that *"employees with low levels of engagement but high levels of wellbeing are more likely to stay with the organization, but they are less committed to the organization's goals; and that employee who are both disengaged and have low levels of well-being contribute the least to the organization"* (CIPD, 2014 p.6).

Schaufeli, Taris and Rhenen (2008) also state that employees with high level of engagement and with low level of well-being are at risk of burnout and eventually there will be decreases in both engagement and performance; and that *"for organizations investing in employee engagement activities, there is a risk that these will have only short-term effects if employee health and well-being are not considered in parallel"* (CIPD, 2014).

3.5.7 JOB SATISFACTION

According to Armstrong (2012), job satisfaction refers to an individual's general attitudes and feelings towards the work they conduct. Engagement

has a close relationship with job satisfaction and that both job satisfaction and engagement are linked, however job satisfaction varies from individual to individual with respect to job related factors or job content factors Armstrong (2012).

Harter, Schmidt, and Hayes (2002) conducted a meta-analysis which concluded that, both employee satisfaction and engagement are priorities for an organization as they are related to meaningful business outcomes. However, engagement must first impact individual level outcomes if it is relating to business results as engagement is an individual level construct. Hewitt (2012) defined engagement through three attributes. One attribute is "Strive" which means that the employee exerts extra effort and engages in behaviors that contribute to business success. This proves that job satisfaction has a close relationship with employee engagement, but employee engagement is a wider term than job satisfaction. This is where it can be related to the fact that for sustained competitive advantage, engaged employees are strong organizational asset (Joo and Mclean, 2006).

Researchers agree that the consequences of employee engagement are positive (Saks, 2006). The research conducted by CIPD (2021) have seen that employee engagement, involves positive acknowledgement about job, as well as being prepared to go the extra mile to deliver the best. The Good Work Index survey conducted by CIPD (2020) shows that increased job satisfaction and positive attitudes towards work are the outcomes of

engaged employees experience which suggests that enhanced levels of engagement are of benefit to the individual as well as the organization.

3.5.8 GOOD QUALITY LINE MANAGEMENT

Excellent quality of line management covers a border aspect which is a combination of all the above factors as described above. It is important that organizations focus on these factors as management support, recognition, fair treatment, training and development, harmonious working environment and listening to the employees will affect their levels of engagement (AbuKhalifeh and Som, 2013).

The different drivers for employee engagement as discussed above is supported by the research conducted by Murlis and Schubert (2001), the Hay group who stated that to create an engaged workplace, six motivational drivers are identified to influence organizational results. This is shown in figure 9 as below.

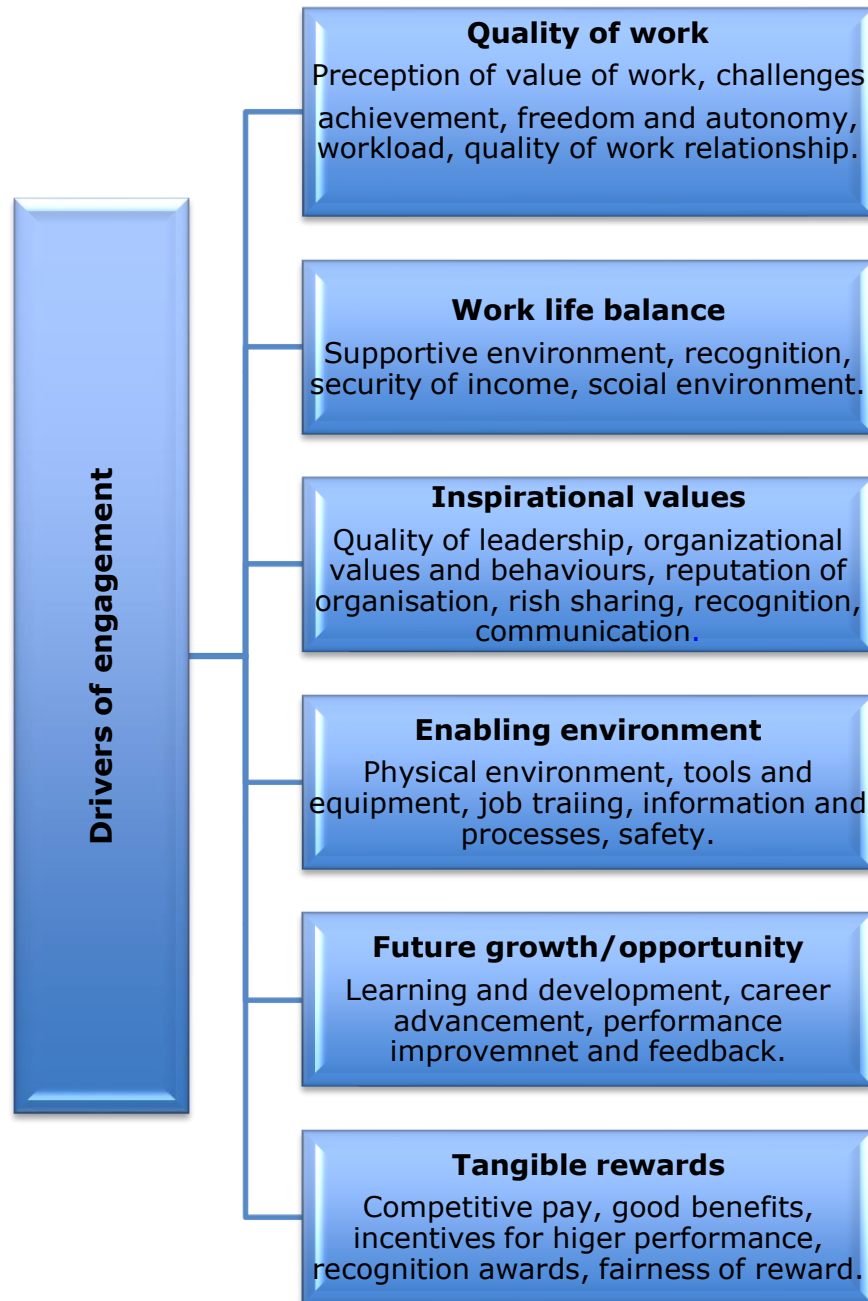


Fig 9: Drivers of engagement

Source: Murlis and Schubert (2001)

The research conducted by Murlis and Schubert (2001) and the drivers of employee engagement model put forward by Robinson, Perryman and Hayday (2004) demonstrate that when organizations create suitable conditions for engagement, the discretionary effort will pump in which will

improve morale, higher productivity and the organization will have an engaged workforce thus creating a boost in financial performance.

Further, McBain (2007) classified the drivers of engagement under the three categories: (1) the organization, (2) leadership and management and (3) working life.



Fig 10: Drivers of Engagement

Source: McBain (2007)

According to McBain (2007) there are positive outcomes from the discretionary efforts of engaged employees. These outcomes are seen to have an impact on organizational performance. Examining various drivers of engagement establishes that there is a relationship between employee engagement and organizational outcomes.

Towers Watson Global Workforce Study (2012) state that the drivers of engagement have been seen to change from one year to the other. Numerous factors could contribute to this change including economic factors and employee-employer relationship. Towers Watson (2012) research shows that the drivers of engagement have changed from 2008 to 2009 as follows:

In 2008, the top drivers of engagement were in order:

1. Leadership (100%).
2. Career Development (64%).
3. Image (29%).
4. Empowerment (21%).

Comparing this to the same parameters in 2009 were:

1. Leadership (80%).
2. Image (60%).
3. Career development and Empowerment at 47%.

The above shows a clear example that even though by using the same tool to measure engagement, the ranking have changed. This effect of time on engagement drivers is a critical one. One of the observations is that in both the year, leadership remained as the top drivers of engagement. However, the above literature suggests to the researcher that if executed properly employee engagement will create competitive advantage for an organization.

The employee engagement drivers discussed in the previous section demonstrates that there is a clear resemblance between the various drivers namely communication, receiving timely recognition and rewards, developmental opportunities, work-life balance and having an inspirational leadership team. All the above factors play a critical role in employee engagement; however, some factors might work better in certain industries then others. This is illustrated in figure 10 which shows the various drivers of employee engagement and how it influences the engagement state of an

individual. Finally, the figure describes the potential outcomes of employee engagement.

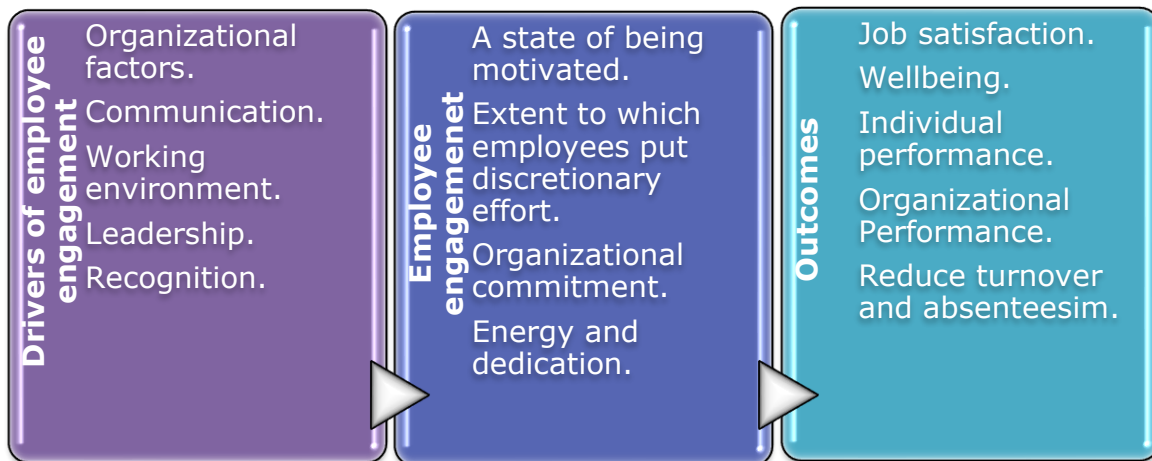


Fig 11: Employee engagement model: Drivers and Outcomes

Source: CIPD (2021)

The importance of different drivers in achieving employee engagement is evident, as it helps improve performance and commitment levels. This leads the researcher on to discuss the importance of organizations having motivated workforce.

3.6 EMPLOYEE ENGAGEMENT AND MOTIVATION

It is evident from the analysis of the literature in employee engagement that factors associated with employee engagement are also associated with motivation. This is supported by Frank, Finnegan, and Taylor (2004), who noticed that employee engagement has strong connections with theories of motivation.

An approach called Self Determination Theory (SDT) was developed by Deci and Ryan (1985) who have linked two types of motivation - intrinsic and extrinsic motivation. Intrinsic motivation refers to doing an activity conducted for enjoyment and interest, while the extrinsic motivation is carrying out an activity for any contributory reasons. Armstrong (2009, p.318), describes them as; *“Extrinsic motivation occurs when things are done to or for people to motivate them, including rewards such as incentives, increased pay, praise, or promotion, and punishments such as disciplinary action, withholding pay, or criticism. Intrinsic motivation is provided by the work itself and is associated with employee engagement.”*

Robinson, Perryman and Hayday (2004) stated that difference in opinion by individuals have a significant impact in determining an employee’s potential level of engagement. Hence organizations should ensure employee satisfaction by taking care of employees’ requirements and organization to recognize their needs and support them (CIPD, 2017).

The above characteristics are linked to Maslow’s work in 1954 which became motivation theory that suggests that there are five major needs starting from hierarchy of safety, social and esteem need for self-fulfillment (Maslow, 1954). Each of the basic needs in the Maslow’s motivation theory relates to employee engagement and can be found in the structure of the theory as well. Firstly, needs are arranged in order of strength (Maslow 1954). Secondly, the more foundational and critical to survival the need, the sooner it appears in the hierarchy (Maslow, 1954). Third, needs are

categorized into survival and growth which are arranged sequentially from lowest to highest, thus establishing a hierarchy of needs.

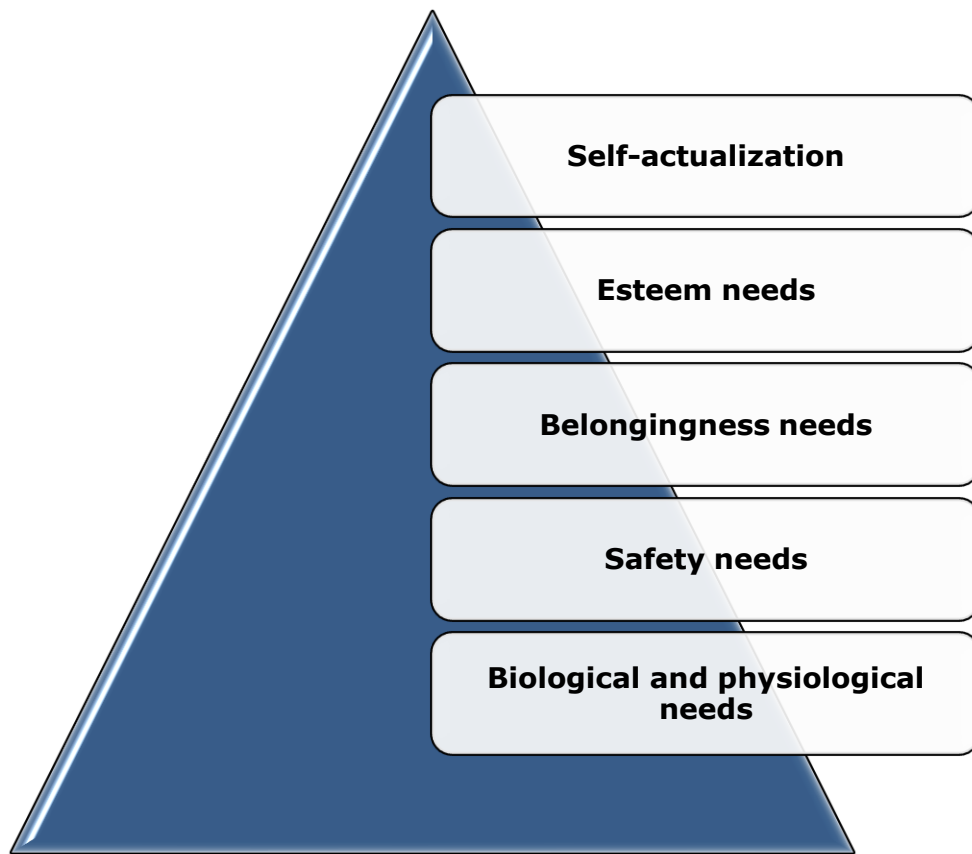


Fig 12: Maslow's Hierarchy of needs

Source: Researcher. Adapted from Armstrong (2012)

Reviewing the Maslow's Hierarchy of needs at employee engagement perspective shows that the five levels of hierarchy relate to engagement. The first level (biological and physiological needs) refers to an individual's basic needs daily. Level two (safety needs) refers to benefits, pay, rewards and salary that the employees are entitled to. Level three (belongingness needs) refer to the social life employees have in the form of friendships at work, feeling involved and appreciated in the workplace. Level four (esteem needs) acknowledges an individual's need for recognition and level five

(self-actualization needs) refers to employee's personal growth and fulfilment which is when an employee is engaged. Once an employee's lower-level needs, like salary and benefits, are met, from an organizational perspective, the next step is to provide more advanced needs to keep employees motivated and engaged (Beardwell and Claydon, 2007).

Many of the organization may find it extremely hard to satisfy the psychological and social needs of remote working population. As per Maslow, motivation is driven by the presence of unsatisfied needs, and that certain factors need to be satisfied before satisfying higher needs (CIPD, 2017). Maslow's theory of motivation provides a conceptual framework for understanding basic human needs and gives context to the conceptualization of employee engagement and disengagement. Additionally, Porter's (1961, 1962, 1963 a,b,c) work in understanding "low level jobs" as stated in (Latham and Ernst 2006 p. 182) confirms the necessity for understanding human needs as it relates to engagement at work as conceptualized in Maslow's motivation theory. The principle of the theory is that human beings progress from one phase to the other depending on satisfying their requirements at each stage.

Employee's engagement levels are affected by the incentive being used to motivate them (Tims, Bakker and Xanthopoulou, 2011). Schullery (2013) stated that employee engagement is associated with the attitude employees express in their job and organization that affects the employees' commitment, discretionary effort, intrinsic motivation, and satisfaction.

All the above analysis draws the conclusion that motivation is an important element of employee engagement which is crucial to success of both the employees and the organization.

3.7 ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE

Having considered and reviewed the importance of engagement, it is vital to examine its relationship with organizational performance. A study of engagement levels based on 50,000 employees worldwide conducted by the Corporate Leadership Council (2004) as stated in Robertson-Smith and Markwick, 2009, showed that the top 25 drivers of employee engagement highlighted the significance of employees' connection to the organization (Robertson-Smith and Markwick, 2009). The literature suggests that employee engagement is vital to achieve prominent levels of organizational performance. Few of the research can be reviewed in this context.

- Research from Kenexa (Wiley 2008) cited in CIPD (2014) suggests that organizations with elevated levels of employee engagement exceeds in financial performance.
- Gallup study (2010) as cited in CIPD (2014) found that organizations with the highest engagement scores have higher productivity than those with the lowest engagement scores.
- The Engage for Success report cited in Rayton (2012) suggest countless benefits of high employee engagement which includes lower absence rate, higher levels of creativity, customer service, greater retention, and high safety standards.

Glaspie and Nesbitt (2004) suggests that fully engaged employees will warrant organization's success due to which growth goes beyond the job requirements as the employees will put in extra discretionary effort for organizational success. The research conducted by Fleming, Coffman, and Harter (2005) and Sparrow and Balain (2010) also supports the connections between the level of employee engagement and the extent of positive business outcomes.

Drawing from the above it is seen that employee engagement has gained popularity within the context of organizational excellence and performance. This in turn validates that more organizational leaders and stakeholders are involved in creating an environment that support employee engagement (De Mello e Souza Wildermuth and Pauken, 2008). This guides the researcher on to discuss the leadership focus on employee engagement. However, before discussing about leadership, it is vital to discuss about the impact of economic situation on employee's engagement as the leadership behavior exhibited by leader in any crisis is linked to influencing employee's engagement.

3.8 EMPLOYEE ENGAGEMENT AND ECONOMIC SITUATION

The researcher already highlighted that North Sea Oil and Gas industry highly influence the Scottish economy. However, it was seen that the fluctuation in economy impacted the UK economy particularly the 2020 economic downturn impacted Scottish economy to an extent where in 2020, few of the regions were expected to see their gross value added (GVA), a measure of economic output, fall by more than 8 per cent in 2020

(Cameron, 2020). Studies have shown that this has impacted the Oil and Gas industry in Northeast Scotland as well. According to the Scottish Government, it was predicted that the economic output to fall by more than 30 per cent during the lockdown in 2020 (Cameron, 2020). Looking this from a real perspective, the National Performance report released in 2020 state that the COVID crisis has resulted in a tight economy with Scottish economy weakening by 19.4% between April 2020 to June 2020 (Scottish Government, 2020). It was during this time, and throughout its recovery period (2020 to the time of this writing), the factors affected the economy enormously contributed to the Northeast Oil and Gas industries' organizational changes, accounting to redundancies and unemployment in the Oil and Gas sector (Morsy, Peedle and Roy, 2021). As much as the impact caused to the organization, the employees were also impacted, due to which the business adopted various strategies to recover the difficult times. However, despite this, the level of commitment of most of the employees who are still employed were on the lower end. Multiple factors impacted the level of commitment as the organizations were not prepared for the 2020 economic crisis and as much as the organization tried to deliver their best, it was not fulfilling individual requirements (CIPD, 2022). Hence the need to engage employees forms the main priority during any economic crisis specially when employees are doing more by taking extra duties without any financial incentive for the extra work (CIPD, 2021). Even though employee engagement is one of the organizational strategic measures, the study conducted by (Fleming and Asplund, 2007; Richman,

2006), shows that only 30% of the global workforce were conservatively estimated to be engaged.

This is where the researcher would like to establish the correlation of organizational connection and engagement. Connectivity in the context of employee engagement is important as connection drives employee engagement. This connectivity can be the connection between employee, management, and the organisation itself. Gallup (2022) has indicated that when an employee feels connected to the organization, they became resilient, happy and this would even reflect in employee's performance. Even though there is no one standard approach to keep employees engaged, connectivity creates employees to have a sense of belonging to the organization and employees establish a deep sense of shared culture, values, and mission (Gallup, 2022). Hence to ensure employees are engaged in any economic downturn, organization should ensure strongly promote the connectivity among the employees. In this context, Fleming and Asplund (2007 (p. 160) define employee engagement as "*Employee engagement is the ability by the employer to capture the heads, hearts, and souls of employees to drive an intrinsic desire and passion for excellence. Engaged employees also wanted their organization to succeed because they feel connected emotionally, socially, and even spiritually to its mission, vision, and purpose*".

In the context of Oil and Gas industry in Northeast of Scotland, the researcher is going to narrate the below incident happened in 1988 which substantiate the fact that during economic downturn periods, employees

adapt and make adjustments and are forced to deal with the changes which includes taking additional responsibilities, working above the expectations or doing more work without any financial incentives. This in turn will have an impact on employee engagement.

Gorman (2017) from *Step Change in Safety*, said when employees are engaged, they feel empowered to not to promote of any unsafe actions, preventing themselves and others from coming to harm. In difficult economic times organization should anticipates the adjustments they have to make. This is where the burning platform story (Connor, 2002) has become a part of the organizational change landscape. The story is as follows:

In July 1988, an explosion and fire occurred on the Piper Alpha Oil platform in the North Sea which resulted in one hundred and sixty-six crew members and two rescuers lost their lives which is treated as worst tragedy in the history of North Sea Oil exportation.

"One of the sixty-three (63) crew members who survived was Andy Mochan, a superintendent on the rig. From the hospital, he told of being awakened by the explosion and alarms. Badly injured, he escaped from his quarters to the platform edge and due to the water's temperature, he knew that he could live a maximum of only twenty minutes if not rescued. Despite all that, Andy jumped fifteen stories from the platform to the water. When asked why he took that potentially fatal leap, he didn't hesitate. He said, "It was either jump or fry". He chose possible death over certain death. Andy jumped

because he felt he had no choice – the worth of staying on the platform was too high. Andy chose probable death over inevitable death” (Connor, 2002).

Connor sees similarities during this scenario and his interviews with various workforce from management levels. Their stories were consistent:

“I had to form the changes at work, regardless how difficult or frightening the method was.” I was used to be most struck with how often leaders talked openly about wishing they didn’t need to pursue the changes they were implementing so well. “With everything else we have seen happening around here, this initiative isn’t what I assumed I would be busy doing. The execution process is uncertain, and therefore the risk of poor outcomes is high. We don’t have the time for this right now; we don’t have the resources and that we don’t have the people. The matter is, if we don’t pull this alteration off well, the results are going to be an excessive to bear. I have to get it done and done right” (Connor, 2002).

The above story clearly demonstrates that often difficult economic times contributes some companies to close their doors and repercussions could be severe which could range from lay off employees (short-term and long-term including redundancies), change or add job duties and additional responsibilities, make adjustments to their standard operating procedures, reduction in compensation and benefits etc. This in turn will result in running the business with a lean structure which would result in have few people working constantly to meet the operational and business

requirements. This is evident from the responses received from the survey carried out by Friends of Earth Scotland in 2020, where one of the respondents stated, *"it seems the Oil companies have got away with everything, but the workforce gets hammered and the way Oil and Gas industry treats their employees is an absolute disgrace"* (Friends of Earth Scotland, 2020). This realistic statement is a solid proof in relation to employees' feelings and their view on how their organization treats them. All the above examples clearly demonstrate the value of keeping employees engaged as this will also have few organizational benefits as well. If an organization treats an employee well and look after them, it benefits both the parties. Also, viewing from an organization's perspective, these responses will damage their reputation and to rebuild their brand, the organization have to spend considerable amount of time, effort and money. Hence if the organization puts some efforts to keep their employees engaged, these negative impacts can be minimized (CIPD, 2021).

It is important to mention that during the difficult economic situations, some companies have succeeded because of the organizational strategies they have followed to keep their employees engaged. This is evident from the recognition received for few Oil and Gas service companies for exemplary employee engagement awards which showcase the extraordinary steps taken by companies to give their employees space and voice in the organization to develop an inclusive and empowering work culture (NEPIC, 2021).

In this section, the researcher reviewed the need to engage employees during difficult economic times both from an organizations and employee's perspective. Having an established organizational strategy is key to success. Studies have proved that communication is highly effective to establish organization's strategy during difficult times as employees are in thirst for viable information. The study conducted by Zakiri (2020) emphasizes the failure of communicating effectively with employees in times of economic downturn placing a great emphasis on the importance of internal communication during times of crisis. This forms a reminder to all the organization that during difficult economic times, employees require more attention.

3.9 LEADERSHIP

There remains an important question as to where does engagement start from? Should it start from to leaders and cascade down the line or vice versa? Many leaders view employee engagement as the end goal of successfully managing the employees and leaders put great emphasis on employee engagement. Over the years, it has been seen that employee engagement has emerged as a major focus of leadership and organizational development.

In terms of the connection between leaders and employee engagement, literature points to the fact that leadership behavior have a substantial impact on the engagement of employees. MacLeod and Clarke (2009) have identified a connection between effective management and employee engagement. According to CIPD's Shaping the Future project, the most

important influencers on engagement were the line managers (CIPD, 2011a). Hence in order to get results according to the organizational objectives, the organization should be able to maintain the right balance by nourishing the individual relationship, focusing on building morale, improving engagement, and providing developmental opportunities (CIPD, 2014). Loehr (2016) also supports the above analysis by stating that the organization should develop an effective way of leadership by mutually respecting and balancing the individual's and organization's requirements. In depth analysis shows that the above can be linked to the conceptual framework build by Kahn's (1990) engagement theory that determines employees experience at workplace. Kahn's theory contends that meaningfulness, safety, and availability are the three main components to employee engagement as shown in figure 13.

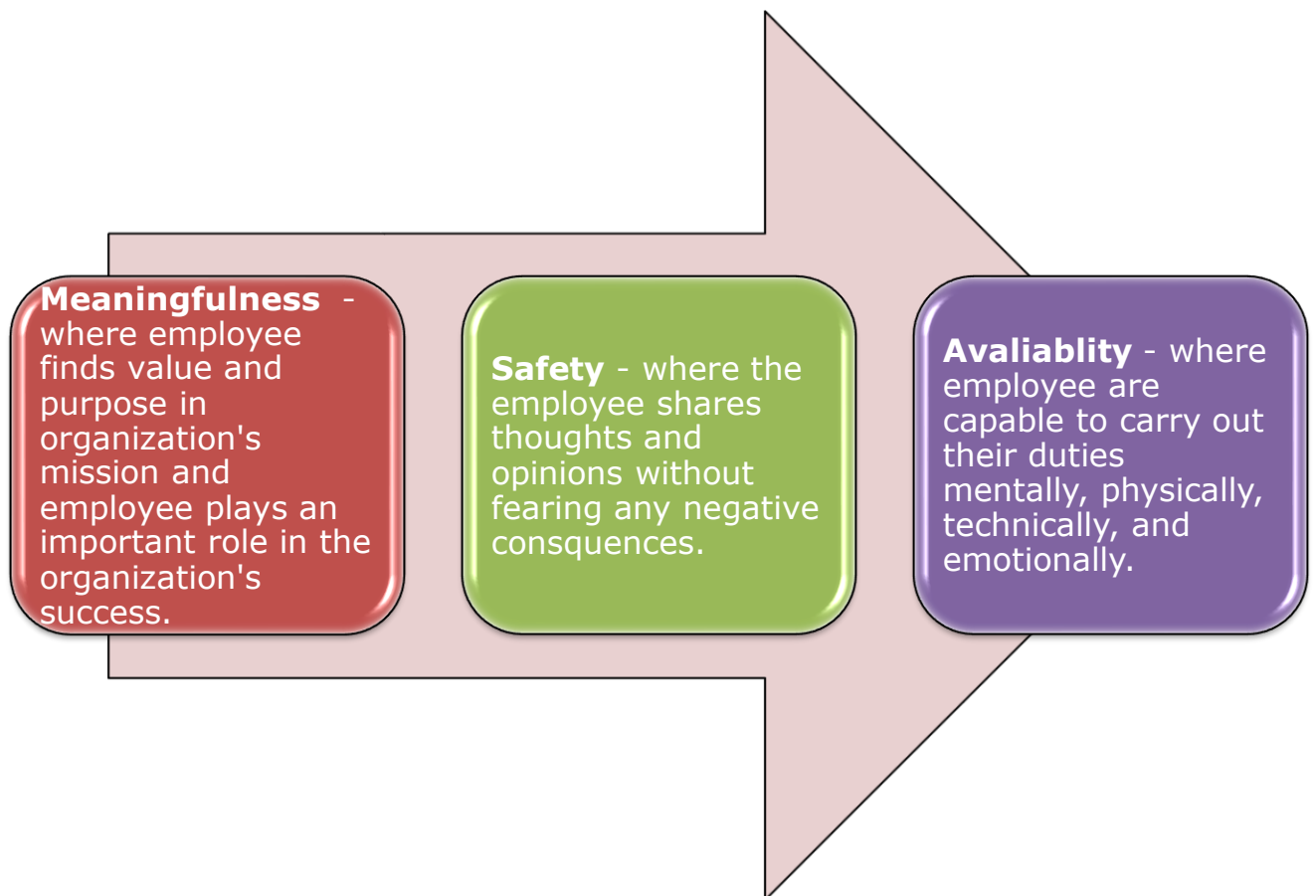


Fig: 13. Three main components to employee engagement

Source: Kahn (1990)

In order to have optimal engagement, Kahn's theory suggests that all the three elements must exist and to raise engagement, leaders could play a vital role in creating an environment that encourage meaningfulness, safety, and availability (Kahn, 1990).

In the above section, we have seen the connection between employee engagement and leadership and the researcher reviewed leaders' role in ensuring that employee's goals are aligned to organization's goal. In the recent years, organizational leaders and stakeholder's focus is on employee engagement where the leaders are expected to keep employee engagement levels high (Adkins, 2016).

Leader shapes and shares a vision to provide guidance, direct and influence employees to accomplish goals and objectives. This is achieved by adopting the suitable leadership style and skills where the leaders are measured by their capability to grow their employee engagement levels (Handy, 2002). Schaufeli and Salanova (2007) suggested that the followers will only be engaged if their leaders are the role model. Lombardi (2010) observed that the role of the leader has changed in today's world and suggested that for a leader to be successful, they should not only focus on driving sales and profit margins, but also should focus on understanding the employees they work with and drive the employees to engage towards better performance. This will drive success and ensure that they have the right skills and move in same direction as the organization is willing to move. CIPD (2020) also advocates the need for a strong leader who are there to encourage and empower employees resulting is a more engaged and motivated workforce. There are lot of uncertainty and constant change in the industry and supporting the employees to build a strong engagement is critical. Hence for a strong employee-employer relationship, leaders should demonstrate adaptability, resilience, good self-care, caring for employee well-being and mental health by creating healthy behaviors by adapting situational leadership style (CIPD, 2020).

3.9.1 THE EFFECTS OF LEADERSHIP AND MANAGEMENT ON EMPLOYEE ENGAGEMENT

As employee engagement is a two-way street, employee's perceptions of leadership and management have an impact on employee engagement. In

the previous section of the literature review, the researcher has talked about both engaged and disengaged employees, and it was seen that highly engaged employees are source of high motivation because they try hard to keep their ability high and help the team's ability to accomplish objectives and boost in morale for the team (Johnson, 2011). Disengaged employees create negative vibes and negative energies which can be damaging to the workplace and influences other employees' perceptions (Cataldo, 2011).

In 2007, Arakawa and Greenberg (2007) conducted a study in information technology firms among 86 employees and 17 managers where it explored the link between management, productivity, and employee engagement. Further the study also shows that positive leadership is correlated to employee engagement and performance. It is important to note that managers hugely influence employee well-being and engagement, and this will later have a significant role in organizational performance. The research carried out by Arakawa and Greenberg (2007) also demonstrates that engaged managers develops more engaged employees which in turn creates a vibrant and productive workplace. Reviewing this from an Oil and Gas perspective, this analysis by Arakawa and Greenberg is of significant importance as it is popularly seen that most of the organization are focused on developing an engaged workforce and often forget to consider the leader's and manager's engagement. Organizations should realize that leaders and managers will have the same feelings of a disengaged employees and hence considering a leader focused engagement activities would be beneficial as well (CIPD, 2022).

The information gathered by the researcher suggests that the associations between leadership, job, manager, and employees are relevant for engagement. According to Johnson (2011), engaged employees participate in more compliant and less insubordinate behaviors. Smith and Cantrell (2011) acknowledged that providing consistent and good employee experiences is essential for leaders to increase staff engagement. This concept of engaging employees would mean that leaders should be familiar with engagement, performance improvement and professional development of their employees, work-life balance, and initiatives that enhancing workplace relationships which ultimately are likely useful to increase engagement.

To be an engaged leader, the leader should provide clear performance objectives, clear and useful feedback, open and transparent communication between the employees and management. Further Gajendran and Joshi (2012) reiterated the importance of developing a manager-employee relationship on trust. One of the approaches that could be used is having an encouraging leadership approach to maintain high morale while working toward a common organizational goal (Gajendran and Joshi, 2012).

Another crucial factor for leaders to enhance employee engagement is to consider leader's relationship with employees. It is common for the employees to feel that their individual managers are the face of the leadership to the organization. Hence it is paramount for managers to have an effective relationship with their team members. According to Reio and Sanders-Rei (2011), lack of mutual respect can have an impact in employee

engagement. Tuckey, Bakker, and Dollard (2012) suggested that if the employees could eliminate their fear and can raise their voice to the managers would encourage a positive working culture.

3.9.2 EMOTIONAL INTELLIGENCE

Emotional intelligence (EI) is not a management style; however, the concept of emotional intelligence can be linked to employee engagement. It is acknowledged that the personal styles of leaders vary; some leaders are quiet and analytical; others shout their strategies from the mountain tops. And just as important, different situations call for different types of leadership. With various factors affecting the organization, leadership should no longer follow a direct process whereby success is determined by reaching the end goal, and instead, it should focus on the process that contributes to the success of both the organization and its employees (CIPD, 2022). The redundancies and restructuring in the Oil and Gas industry due to the current challenges could feel like a personal rejection for the employees and will have an effect on employees' confidence level (Friends of Earth Scotland, 2020). Here the researcher recommends that by adopting Goleman's Emotional Intelligence (EI) competencies model will help the leaders to handle employees feeling who are going through a change process and will be able to support accordingly. At the same time, the leaders will be able to overcome these challenges and focus on long term vision (Rozell, Pettijohn, and Parker, 2002).

Emotional intelligence can be defined as *'Understanding one's own feelings, empathy for the feelings of others and the regulation of emotion in a way*

that enhances living' (Rozell, Pettijohn, and Parker, 2002). Goleman's Emotional Intelligence (EI) competencies model focuses on self-awareness, self-management, social awareness, and relationship management (Rozell, Pettijohn, and Parker, 2002).

Leadership capabilities must continue to advance with the constant challenges in Oil and Gas industry. This requires a cultural and organizational shift and enhancing leadership skills based on the circumstances could contribute to the strategic challenges with high standards of morale and ethical conduct (CIPD, 2020).

In the previous sections, the researcher has reviewed employee engagement from a theoretical perspective and also reviewed from a practical perspective from an individual's and organization's perspective. Now before moving to the next section, let the researcher take the opportunity to portray the relationships among the types of engagement, and how they are affected by work attributes, transformational leadership, and a trust relationship. The researcher felt it is important to illustrate the relationship because engagement is linked to the psychological contract between the employee and the employer which is connected to customer satisfaction, high productivity and profits, safety of consumers and employees, and employee retention (Endres, and Mancheno-Smoak, 2008). As noted in figure 14, in light of Macey and Schneider's (2008) engagement model which presents a conceptual engagement framework of three different engagement components: (1) trait engagement, (2) psychological state engagement and (3) behavioral engagement. It can be

well noted that the psychological engagement adds to employee enthusiasm and attachment thus adding flavor to employee’s jobs to perform better.

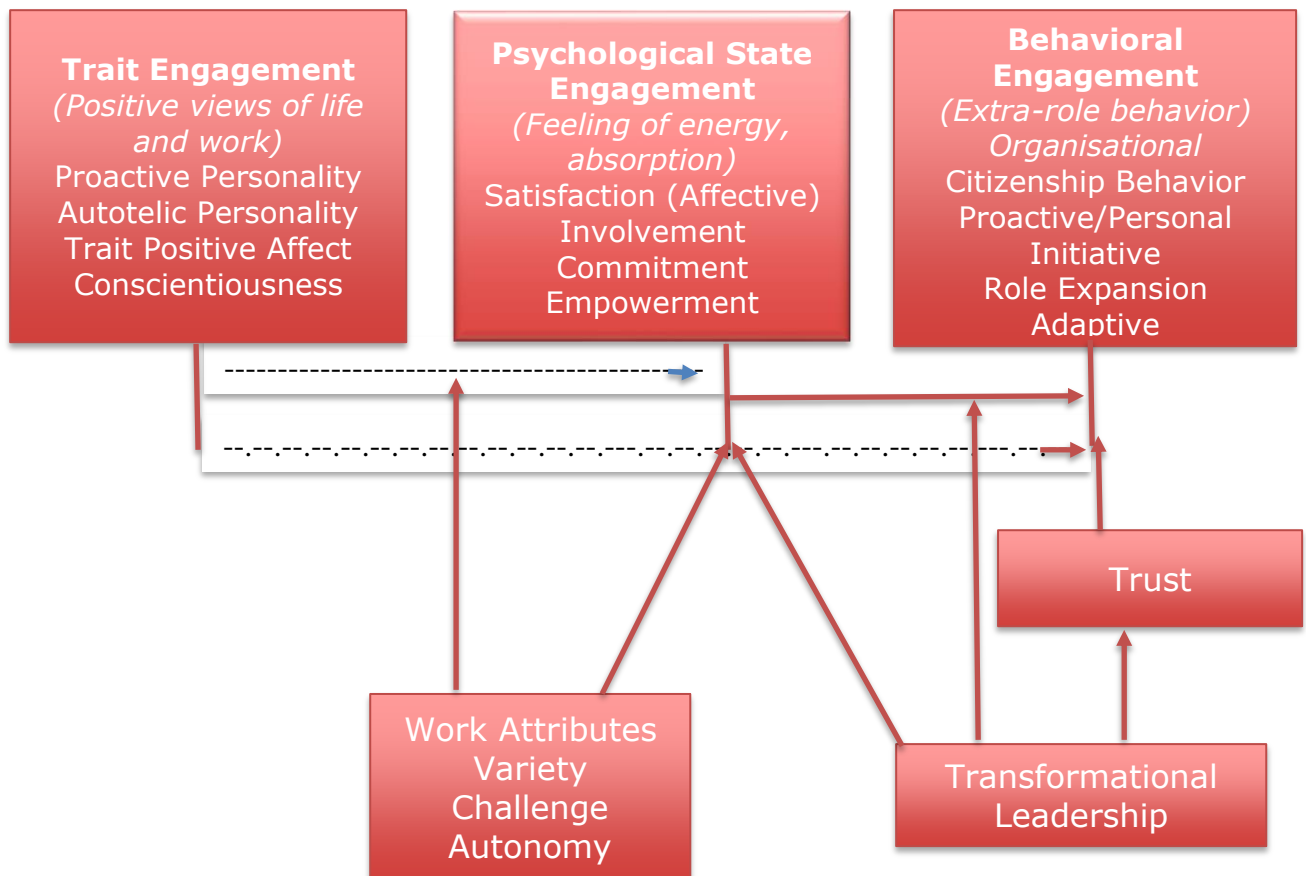


Fig: 14. Macey and Schneider engagement model

Source: Macey and Schneider (2008)

The above engagement model can be reviewed from offshore Oil and Gas industry’s perspective which narrates that the different components of engagement relate to both the individual and the organization, indicating that the individual and organization relation are important.

3.9.3 ANALYSIS AND EVALUATION OF LEADERSHIP STYLES AND IMPACT ON ENGAGEMENT

The Oil and Gas industry has been undergoing tremendous change recently. Some of that change is obviously driven by outside factors like the economy and competition. But some change has also come from within as the work force is more diverse than ever and as a result the leadership styles also varies. Some of the leaders have been asked to do less with more resources available, work smarter and more efficient; all the while, sustaining and moving the organization forward. Leaders have been asked to break down barriers, work cross functional while collaboratively leading through multiple transitions and change.

Different leaders possess different leadership styles and there are many challenges in management and leadership (CIPD, 2020). In this section, the researcher will categories different leadership styles and link it with various leadership theories to understand how it is impacting employee engagement. How to enhance the enthusiasm of employees and improve the intensity of employee engagement is not only a topic that has been studied theoretically by researchers, but also from a practical perspective by leaders and the management.

There are different leadership styles and skills that can be used to accomplish organization's goals and objectives. The researcher strongly believe that leader shapes and shares a vision to direct and influence people (CIPD, 2021). As it is evident from the previous section of the literature review that the leaders are playing an important role in supporting the

values of their current organization and the welfare of staff to successfully promote employee engagement, the researcher will focus theories from Lewin's Leadership Styles, Situational Leadership, Transactional and Transformational Leadership models.

3.9.3.1 LEWIN'S LEADERSHIP STYLES

Three styles of leadership (as shown in Appendix 3) are identified by Kurt Lewin in 1939 that relate to how a leader makes decisions. These three styles describe the degree of management that a leader maintains over the decision-making process and involving their team (Business Balls, 2022).

3.9.3.2 SITUATIONAL LEADERSHIP

Situational leadership is a leadership model developed by Ken Blanchard and Paul Hersey (Business Balls, 2022). The key idea underpinning situational leadership is that there is not a single best leadership style that works for all situations. Instead, a leader should adapt their leadership style to suit the circumstance (Business Balls, 2022). Linking situational leadership with the North Sea Oil and Gas industry, the researcher goes to review the impact of pandemic and the way how leaders have used situational leadership to beat the crisis. It can often be stated that the UK's North Sea Oil and Gas industry may have survived one of the gloomiest market downturns in history during the COVID-19 pandemic where there were only seven exploration wells drilled in 2020 and this is the smallest number since 1965 (Ambrose, 2021). As it can be stated that this reduction in exploration and drilling activities impacted the quantity and volume of labor and offshore activities and this created unintended consequences like

redundancies, furlough etc. which are mentioned within the previous section of the thesis including the studies carried out by Friends of Earth Scotland in 2020 (Friends of Earth Scotland, 2020).

In these situations, the leaders should demonstrate situational leadership so as to keep the proper balance through proper engagement, builds morale, improves quality, develops the teams and thus gets results in line with organizational objectives (CIPD, 2014).

3.9.3.3 TRANSACTIONAL AND TRANSFORMATIONAL LEADERSHIP MODELS

Transactional leadership is a task-oriented sort of leadership based on a system of reward and punishment (i.e., extrinsic motivation). Transformational leadership is a relationship-oriented style of leadership (Business Balls, 2022). Transformational leaders motivate and encourage their employees to maneuver within the right direction by creating a compelling vision for longer term, helping them to ascertain the aim and purpose in their work, and helping them to learn and grow (Business Balls, 2022). As stated by Kinicki and Kreitner (2008), transformational leaders can produce significant organizational change and the leadership adopts higher levels of motivation, trust, commitment, and loyalty from followers. Various studies have proved that when a leader is able to build trust, loyalty, and respect of the follower, then there are high chances of followers accepting and committing to the overall organizational vision of the leader and eventually the leaders would benefit from the results of transformational leadership (Yukl, 2010).

Leadership has got greater depth and a good leader ensures that they influence and set direction to the followers to meet future challenges. Various empirical studies have contributed that work atmosphere is positively correlated with employees' job performance and job satisfaction (Raziq and Maulabakhsh, 2015). Further Harter, Schmidt, and Hayes (2002) demonstrated a positive correlation between employee engagement and organizational performance. This is where the researcher would like to focus on charismatic leadership style. In recent times, there are various opinions and interpretation for employee engagement, however it is noted that even though numerous definitions exist, all of them agree that employee engagement is the blend of employee's energy, work willingness and integration. Schaufeli et al. (2001) believed that engagement is positive which can be summarized into three dimensions of vigor, dedication, and absorption.

3.9.3.4 CHARISMATIC LEADERSHIP

Researchers assert that charismatic leadership tends to manifest itself in crisis situations, when the leader is of high authority, when vague and complicated assignments are given, and when extrinsic rewards are not offered (Rogelberg, 2007). In the first instance, charismatic leaders are good at studying the opportunities in change, establishing an organizational vision, and strengthening confidence of subordinates for the future and boost the motivation of employees which is very similar to transformational leadership. This is where it can be said that transformational leadership style uses charismatic methods to influence, inspire and motivate their

followers (Kelloway, et al. 2012). Leaders should take an active role in implementing and promoting the best suited leadership style as employees are the heart of the business and the stronger the leaders are in encouraging and empowering employees, the result is a more engaged and motivated workforce (CIPD, 2022).

To ensure the organization has the right people, in the right job, at the right time, it must have a clear vision of goals or objectives and leader plays an important factor who can influence, share their vision which encourages and motivates a group to work together in achieving goals (Ward, Tripp and Maki, 2013). To ensure better integration of organizational success and welfare of employees, the leader should empower the employees by providing appropriate tools and techniques to achieve better results. This will successively promote employee welfare, improve morale, engagement, loyalty, and trust (CIPD, 2020).

The researcher has already provided the leadership styles in the context of employee engagement, and it can be said that leadership is an important situational variable that plays a vital role in the employee's work situation, which will have a significant impact on the employee's psychology, attitudes, and behavior. As there are various aspects that makes a successful leader, the main priority of the leaders is to ensure that the employees are happier, productive and are connected to the organization. This is where the researcher supports Nahavandi's communication tips model (Nahavandi, 2016) for leaders to use to adopt based on the corresponding leadership style which is indicated as below:

- *Be realistic about how serious the situation is.*
- *Face the situation, don't postpone dealing with the crisis.*
- *Do the research and gather facts and information.*
- *Seek help and support from supervisor, mentors, or colleagues.*
- *Be a role model, walk the talk.*
- *Tell the truth – honesty and integrity are paramount. If you can't share some information, say so.*
- *Remain calm and professional.*
- *Listen to concerns and have empathy – put yourself in other people's shoes.*
- *Practice kindness – support others when you can.*
- *Act! Don't sit idle, even if what you're doing is not spectacular.*

3.10 EMPLOYEE ENGAGEMENT AS RETENTION TOOL

Successful organizations have accepted that employee retention and talent management are fundamental to sustaining their leadership and success in the marketplace. Organizations that are engaged will be able to retain its employees and can make use of their talents more effectively and efficiently than one that is not. Therefore, creating a retention-rich organization attracts, engages, and builds long lasting loyalty among the most talented employees and is key to success of the organization (CIPD, 2021). It can also be argued that the retention rates of good employees are improved through good employee engagement and has helped employees to connect more with the organization and its values.

All the above are further supported by CIPD (2006) survey that the *"employees with positive employee engagement are more emotionally engaged, more satisfied with their work, more likely to speak positively about the organization and less likely to quit"* (CIPD, 2006).

3.11 THE NEED FOR EMPLOYEE ENGAGEMENT IN OIL AND GAS INDUSTRY

In the previous section of the Literature Review, the researcher has highlighted the positive organizational impact employee engagement could have and its outcome. It is a common fact that every organization tries their best to retain the employees and employee engagement forms an integral part of it. However, many organizations struggle to achieve a positive employee engagement and thus create an impact on retaining the employees. In the Oil and Gas sector, it has been widely recognized that employee engagement is one of the issues faced by the organization to retain their employees. This is supported by the Friends of Earth Scotland (2020) studies. This data is supported by other studies and data received from industry recognized management consultants. As an example, findings from Gallup indicated that employee engagement was related to nine organizational outcomes which are customer loyalty, profitability, productivity, turnover, safety incidents, shrinkage, absenteeism, patient safety incidents and quality (Harter, 2017).

Following the recession faced in the Oil and Gas industry in the recent years, the need for employee retention and engagement was recognized in the Oil and Gas industry. When Kruse (2012) was asked how he would

clarify discretionary efforts, he emphasized that they are efforts that are seen among employees who pumps those extra efforts to make the organization a high performing one and are more seen in the engagement - profit chain whereby the employees go above and beyond to achieve things and their targets in ensuring that both individual and organizational goals are achieved. Coupled with many different challenges impacting the Oil and Gas industry, most of the organizations were working harder to ensure smarter way of business to reduce costs, improve efficiency, and continue to attract good talents. However, the reality is that these cannot be achieved and delivered with a disengaged workforce (CIPD, 2021).

Another factor which is reviewed particularly for the North Sea Oil and Gas industry is that the industry currently faces skill shortage of employees and as such recruitment activities are significantly impacted. The recruitment market is also presenting challenges locally. One means of retaining existing employees is to improve employee's engagement level. The above risk about retaining employees in Oil and Gas industry is substantiated by the survey carried out by Friends of the Earth Scotland and Greenpeace UK in 2020 (Greenpeace, 2020) which is as discussed below:

- *Major survey of offshore Oil and Gas workers reveals that four in five would consider moving to work in another industry.*
- *Workers' biggest concern for their future career path is job security, with respondents citing low morale and fears that their community will become a 'wasteland region'.*

A survey conducted among 1,383 offshore Oil and Gas workers that represents 4.5% of the offshore workforce, stated that 81% of the population would consider switching to another sector (Greenpeace, 2020).

- *The top priority for workers was job security, with 43% of respondents saying they had been made redundant or furloughed since March 2021.*
- One worker, who has been in the industry for 40 years, said: *"Certainly morale is low in Aberdeen where 75% of the people are contractors. I do know guys who have had two or three pay cuts over six months, no negotiations, nothing."*

In the survey conducted by Friends of the Earth Scotland and Greenpeace UK in 2020 (Greenpeace, 2020), offshore workers were asked about their working conditions, the consequences of COVID-19, the Oil price crisis, and alternative employment. Survey findings also showed that:

- *43% had been made redundant or furloughed since March 2020.*
- *Given the choice of retraining to work elsewhere within the energy sector, quite half would have an interest in renewables and offshore wind.*
- Another respondent answered: *"I just think it's a far better work environment out of the Oil and Gas industry. It's always boomed and bust to a point, but the last five years haven't been a pleasing environment to work in – that's five years of mental toil."*
- One response state: *"It seems the Oil companies have gotten with everything, but the workforce gets hammered. The way the industry*

is treating their workers, especially those in a situation almost like mine is an absolute disgrace and should not be allowed to happen.”

To provide some real examples in relation to what the employees have stated in the survey, in 2021, one of the major Oil operators in UK North Sea, Shell Aberdeen announced that it would cut 330 job cuts from its UK Oil and Gas business, with the majority in Aberdeen, as part of its global restructuring. The situations described above clearly demonstrates the constant restructuring with the Oil and Gas industry which contributes to damaging employee's commitment and poor engagement in this sector (Energy Voice, 2021).

It can be seen from the study conducted by Bourke and Lombardi (2010) that the organization outclassing at their employee engagement activities and thereby keeping their employees engaged are believed to be on top of retaining the employees, as well as in revenue turn-over per employee. This is where Bourke and Lombardi (2010) have established a relationship between employee engagement and retention.

Further, it is observed from the CIPD (2006) annual survey report that there is an association between engagement, performance, and retention as shown in figure 15 thus demonstrating that if high value and talented employees are not engaged, they would prefer to leave their current organization.



Fig: 15. Engagement, Performance, and Intention to stay

Source: The CIPD annual survey report 2006: *"How engaged are British employees"*.

3.12 BENEFITS OF EMPLOYEE ENGAGEMENT

It is widely seen that an engaged employee participates in all the aspects of the job and provide best of their abilities for both the individual and the organization to be successful. This clearly demonstrates that employee engagement benefits both the employee and the organization.

Various research shows the benefits of employee engagement. For the purposes of literature review, the researcher refers to the study conducted by Cook in 2008 in which he provided the following examples of studies carried out that validates the benefits of employee engagement (Cook, 2008).

- Hay Group (2001)– Study carried out indicate that engaged employees were up to forty three percent more productive.

- Another example according to Cook (2008, p.20) is that *“studies show that ten per cent increases in employee engagement leads to a six per cent increase in customer satisfaction and a two per cent increase in profits”*.

Further Loehr and Schwartz (2005) also supports through his research that both employee and the employer benefits from employee engagement with great enthusiasm, better physical health, and happiness from the individuals. These individual in turn generates high productivity, reduces employee retention which increase employer reputation as the bottom line. The above is supported by the studies carried out by the Conference Board in 2001 that indicated that a major benefit of employee engagement is the impact it has on the employer brand due to the fact that the employer brand incorporates the organizations values, behaviors, policies in relation to attracting, motivating and retention of current and future employees (The Conference Board, 2001). Franca and Pahor (2012) also suggested that the employer branding has a personality of its own and could be positioned in the same way as any other brand.

The literature review shows that employees engagement benefits various aspects including greater enthusiasm, motivation, productivity and improved physical health, and happiness which is a key element for adding greater value to the employer. To conclude the Literature Review, it is key to state the study carried out by CIPD in 2021 on employee engagement. The research observations indicate that the organization has a responsibility to lead engagement, and attributes such as leadership,

effective management, open and transparent two-way communication, pay and benefits, fair and equal treatment, employing the 'right' workforce, career development and training, working hours, and health and safety are the factors that the organization can address to encourage engagement among the workforces (CIPD, 2021). At the same time, the study acknowledges that there is no 'one size fits all' model of engagement as employees will place different emphases on how they are valued by the employer and the extent to which employees exercise the discretionary efforts for 'going the extra mile'.

3.13 CHALLENGES OF EMPLOYEE ENGAGEMENT

Throughout the Literature Review we have seen the merits of employee engagement and how employee engagement can be a tremendous asset to an organization. Studies shows that employee engagement can be described in two different forms.

- i. First Form - Macey et al (2009) describes that there will be a decline in employee engagement when the individuals do not receive enough support and encouragement to be engaged. Hence the first form is often associated with lack of support.
- ii. Second Form - Macey et al (2009) describes that too much support to the employees creates a level of difficulty that leads to exhaustion.

Several factors act as barriers in having a good employee engagement. Gatenby et al (2008, p.5) have developed a list of potential barriers to employee engagement which includes the following:

- Management style – If the management style is not consistent, it could lead to a sense of unfairness.
- Poor work life balance due to long hours – Kush and Stroh (1994) support this in Scandura and Lankau (1996 p.378) and indicates that the reasons suggested by organization decision makers for implementing flexible working and work life balance are to retain employees, boost employee engagement and morale.
- Communication – The two components essential for better employee engagement are inspirational communication and greater transparency. Both upward and downward communication with clarity and transparency is essential as incoherence in communication often results in poor time execution of the message.
- Relevant skills – Jobs with little or no skill tend to contribute to high turnover which results employees in these positions have low levels of engagement.
- Leadership style - Leadership styles play an important role to positively influence employees, however it can equally contribute negatively as well. To ensure greater employee engagement, leaders should identify the behaviors that negatively impact the employees, assess their management style, and the methods leaders use to connect and communicate with employees.

Several of these barriers, hold discrete characteristics that can affect an organization through increase in absenteeism and employee turnover. Hence from an organizational perspective, in order to have a successful

employee-employer relationship and a greater employee engagement, the organization should eliminate all the barriers that are identified.

3.14 LIMITATIONS OF THE STUDY

One of the possible limitations of this study could be that the sample is only considered from one geographical location which is the UK North Sea. The research is based on the assumption that employees are open, sincere and is transparent to the research questions. The study did not attempt to evaluate or measure financial business success or failure. Further the researcher conducted questionnaire survey and remote worker interview using online tools using internet. Hence it could also be worth taking into consideration that as the study focuses on offshore participants, there could be some challenges in receiving responses to interviews and online questionnaire as the offshore workforce works on a rotational pattern and on a 12-hour shift pattern with limited internet access. The participants' locations, length of virtual relationships, and employment status were all limitations for this study because they had a bearing on the responses. For this reason, the researcher ensured that sufficient lead time is considered here so that when the participants are on their filed break, they could participate in the study. The final limitation is the consideration of external organizational factors, such as pending layoffs or changes in leadership and these were not considered in the study which potentially could have influenced.

CHAPTER 4: RESEARCH METHODOLOGY

4.0 INTRODUCTION

This section describes the methodology that was used by the researcher to understand the management and experience of employee engagement amongst North Sea offshore remote employees which will be based on the aim, objectives, and the research questions. This chapter will also explain the selection of research methods including data collection and analysis. In this study, the researcher uses both qualitative approaches using semi-structured interviews and quantitative approach using questionnaire which form a valuable way of triangulating data. The different type of data and its advantages and disadvantages are shown in Appendix 4. Triangulation is the practice of combining and using multiple methodologies in the same study (Creswell, 1994).

4.1 AIM OF THE RESEARCH

The aim of the research was to answer the research questions identified in the introduction section and to consider the issues highlighted in the literature review regarding employee engagement among offshore employees.

4.2 RESEARCH PROCESS

Saunders, Lewis, and Thornhill (2012) developed research onion as detailed in figure 16 which demonstrates the state that must be captured when developing research strategy. Saunders, Lewis, and Thornhill (2012), divided the research onion into three levels of decisions:

1. Two outer rings which are (a) Research philosophy and (b) Research approach.
2. Middle ring which is the research design which constitutes (a) research strategy, (b) research methodological choices and (c) time horizon.
3. Inner core of the research onion, which is the tactics that includes data collection and analysis aspects.

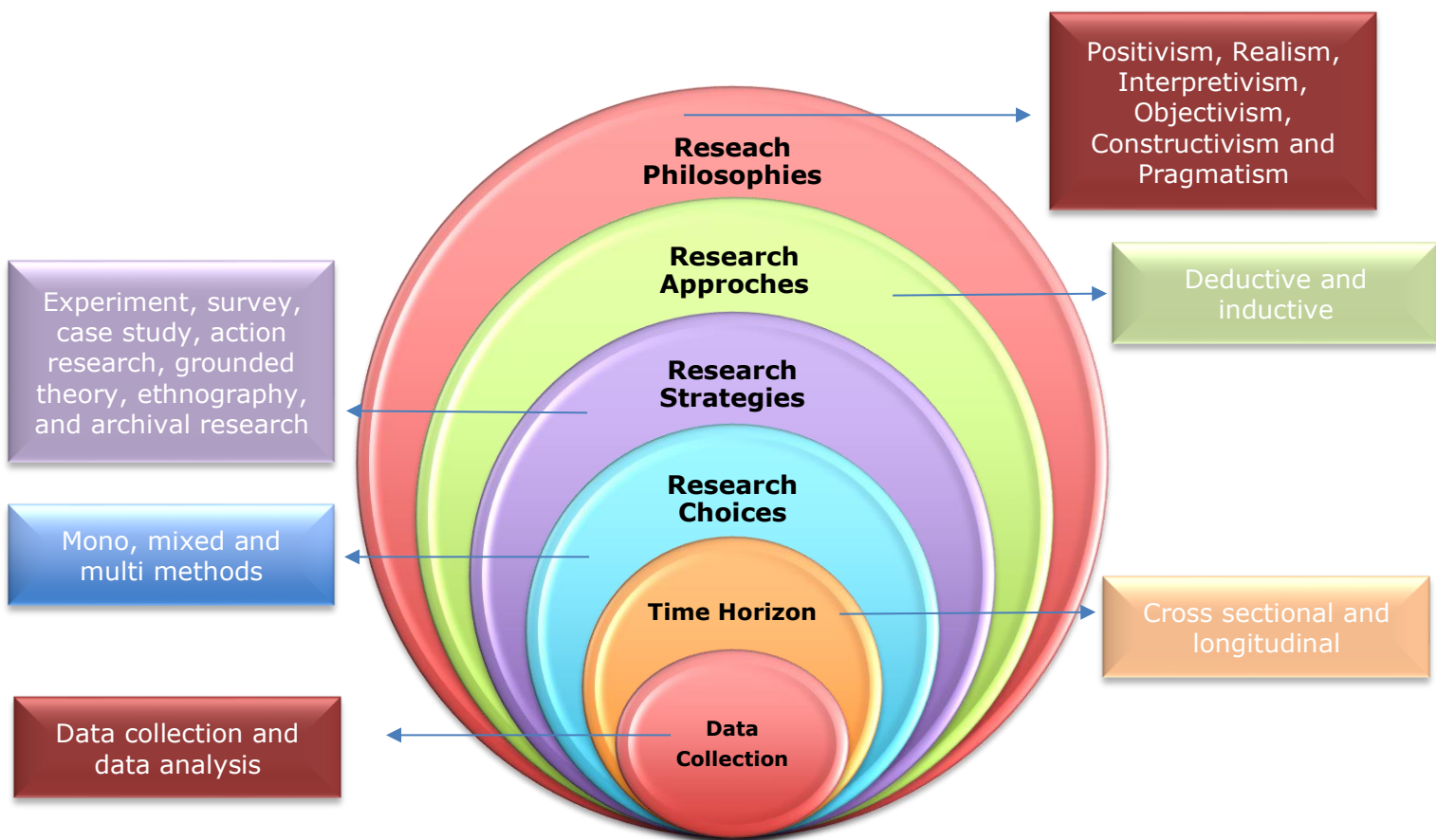


Fig 16: The research onion

Adapted from: Saunders, Lewis, and Thornhill (2012)

Here the researcher would like to reiterate the research objectives which are:

- To examine the concept of employee engagement using known theories.
- To examine offshore employees' and organizations perceptions of employee engagement.
- To examine the interrelationship between employee engagement and psychological contract of employees and employers.
- To examine if employee engagement can act as an employee retention tool in Oil and Gas industry.
- Examine and explore the benefits and challenges of employee engagement among offshore employees in the North Sea Oil and Gas industry.

4.2.1 RESEARCH PHILOSOPHY

Saunders, Lewis, and Thornhill (2012, p. 101), explains that research philosophy is "*an overarching term which relates to the development of knowledge and the nature of that knowledge*". It can be said that research philosophy will depend on the expectations made by the researcher about the facts and the process by which the facts are developed. To establish an approach, the researcher looked at considering the epistemology that is concerned with the factors and knowledge in a field of study (Saunders, Lewis, and Thornhill, 2012). The below section summarizes the details of different research philosophy used by the researcher and explain the decision for the selection of the research methods.

4.2.1.1 POSITIVISM

According to Bryman (2015), positivism uses quantitative research methods like statistics, surveys, large samples, and structural equation modelling. By using questionnaire, constructs can be set, relationships between different variables can be tested using regression techniques, path analysis, and objectivity can be maintained.

4.2.1.2 INTERPRETIVISM

Interpretivism avoid structural frameworks and accept flexible research structures concentrating on the difference between conducting research on people rather than objects which is essential for the researcher to recognize differences between humans in their part as social actors (Saunders, Lewis, and Thornhill, 2012).

4.2.1.3 PRAGMATISM

The pragmatic research philosophy stands between the positivist and the interpretivist research philosophies. Pragmatism prioritizes the research questions and goals adhering to the usage of multiple data collection methods (Johnson and Onwuegbuzie, 2004; Creswell et.al, 2011). Further Saunders, Lewis, and Thornhill (2012) state that pragmatic philosophy is about accepting the researchers position in an unrealistic practice which focus on researcher's observation based on interests.

4.2.1.4 REALISM

Realism adopts a scientific approach to the development of knowledge which generally consists of collecting data and the analyzing of that data, subsequently resulting in the researcher taking a quantitative approach (Saunders, Lewis, and Thornhill, 2012).

The different philosophical assumptions are presented in Appendix 5 that will guide the research process.

Although employee engagement can be objective, the researcher recognizes that employee engagement can be subjective to different interpretation. Hence one of focus of this research is to understand how people (both from an employee's and organization's perspective) perceive employee engagement. Following this the subjective views, reality is collected to design of the objective measures of employee engagement. These interpretations (subjectivity and objectivity) are associated with the ways in which the data are collected and strengthen the nature of reality, the researcher's relationship with research participants, and the research process itself (Creswell, 1998).

4.2.2 RESEARCH APPROACH

While research is not completely driven by theory (Bryman, 2015), it is vital for the researcher to determine the approach will be most effective when analyzing the data (Saunders, Lewis, and Thornhill, 2012). This suggests that research may be conducted deductively (when theory guides research), or inductively (when theory is derived from the data) as represented in figure 17.

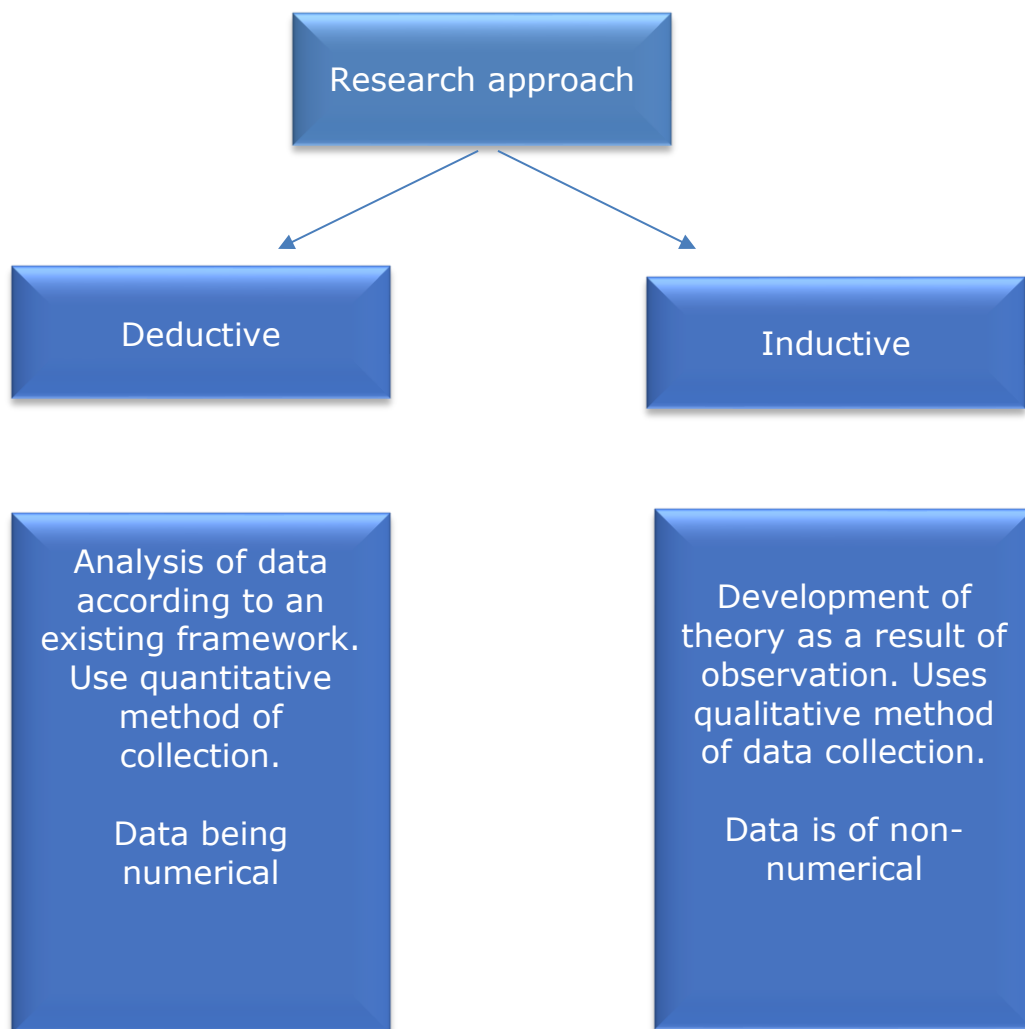


Fig 17: Research approaches

Source: Saunders, Lewis, and Thornhill (2012)

Qualitative research operates under assumptions that is subjective (Bryman, 2015). This is in contrary to quantitative research that suggest no subjectivity (Johnson and Onwuegbuzie, 2004). In other words, the subjective approach of qualitative research assumes that there is only one truth about a social phenomenon (Bryman, 2015). As a result, pragmatism combines views (such as objectivity and subjectivity) of employee engagement. Rather than focusing on the research methods, pragmatism

focus on research questions and use multiple data collection methods (Creswell and Plano Clark, 2011). As a result, the deductive and inductive approach are combined to understand the complexities and different perspectives of employee engagement.

4.2.3 RESEARCH STRATEGY

Various factors were taken into considerations when determining the research strategy which included existing knowledge, time constraints and resources available. The researcher believes that employee engagement experiences are shaped by the people experience and work. Therefore, the study is exploratory to gain an understanding and to make sense of people's subjective views of employee engagement (Teddlie and Tashakkori, 2009; Bryman, 2015).

The ways of steering exploratory research methods the researcher adopted in this research are as follows:

- Literature review
- Interviews
- In-depth understanding to gather subjective views of employee engagement (Bryman, 2015) for the subsequent quantitative design.

To understand employee engagement, Literature Reviews were conducted by compiling data through books, journals, various academic and internet databases. These data sources are secondary data which are the data previously written by scholars to gain an insight into the subject of this research (Saunders, Lewis, and Thornhill, 2012).

4.2.4 RESEARCH CHOICES

This study is an exploratory in nature and to achieve the research aim and objectives, predominantly a qualitative approach in the form of semi-structured interviews is used. Melhem (2003) stated that using interviews in the qualitative approach can support the researcher in further understanding the nature of the study that helps in preparing for the secondary method by clearly identifying the sample and the appropriate circumstances for the data to be collected. Further Melhem (2003) stated that as qualitative methodology can make way to quantitative research in data analysis, a sequential study will be used that involves a combination of qualitative phase and quantitative phase for data collection in a sequential manner (Teddlie and Tashakkori, 2009; Creswell, 2014). Semi-structured interviews will be used in the qualitative phase and online questionnaire survey will be adopted in the quantitative phase. The sequential mixed-method approach is to involve exploratory and questions (Teddlie and Tashakkori, 2009) and to facilitate ease of data collection and analysis (Bryman and Bell, 2015).

4.2.4.1 TRIANGULARISATION

As triangulation is a mixed methods research approach which combines both qualitative and quantitative methods, it minimizes the drawbacks that could result from using each method in isolation and at the same time take advantage from the benefits provided by each method (Creswell, 1994 and Greene, Caracelli, and Graham, 1989). Triangulation refers to the use or

validation of multiple methods or data sources in research to develop a comprehensive understanding of the same phenomena (Patton, 2002).

Melhem (2003) contends that the usage of combining methods in a single study are beneficial, as the first method is used to help to update the other method and using both methods will add possibility that may lead to new developments.

In this study, the researcher thought extensively on how to prioritize the data collection whether the qualitative data collection should take precedence over the quantitative data collection or vice-versa. In order to design a sequential study, the researcher should decide on how to prioritize the data collection stage (Hanson et al. 2005; Johnson and Onwuegbuzie, 2004). Using a sequential approach, qualitative (or quantitative) data may be given top priority over quantitative (or qualitative), or both may have similar importance (Collins, Onwuegbuzie, and Jiao, 2007; Teddlie and Tashakkori, 2009; Bryman, 2015;) during the data collection phase.

Here the researcher used results from qualitative interviews as a starting point for developing quantitative data. There will be greater degree on the semi-structured interviews to arrive at the major findings of the research followed by the questionnaire, i.e. qualitative first thereafter to help explain the quantitative results. Therefore, quantitating (which involves converting qualitative into quantitative data) analytical approaches was adopted (Tashakkori and Teddlie, 1998; Bryman, 2015). As a result, semi-structured interviews were used as the first approach in data collection to probe the participants' perceptions about employee engagement. This

approach allows an understanding of employee engagement through the interpretation of research participants' understandings (Creswell, 2014). Therefore, the process is exploratory to gain an understanding of participants views of employee engagement (Teddlie and Tashakkori, 2009; Bryman, 2015;) to design quantitative research as explained in figure 18.

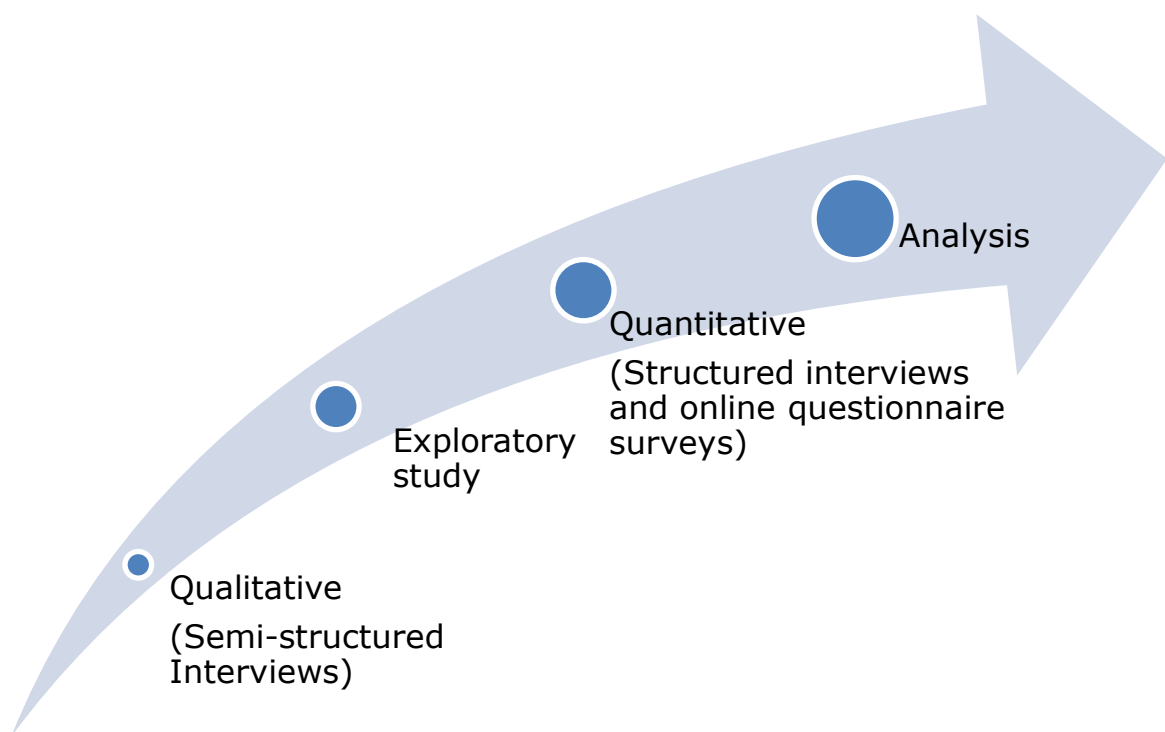


Fig 18: Sequential approach stages

Source: Researcher

While each approach to mixed methods research has its merits and demerits, the rationale of selecting a sequential approach is to achieve breadth (Johnson and Turner, 2003) and depth (Teddlie and Yu, 2007) of knowledge on employee engagement among North Sea Offshore remote employees.

4.2.5 TIME HORIZON

According to Saunders, Lewis, and Thornhill (2012), the Time Horizon is the time agenda within which the research is intended for completion. Cross sectional and the longitudinal time horizons are specified within the research onion. As the researcher will undertake the research during the course of academic timeline, the time horizon adopted in this study can be referred to as cross-sectional (Saunders, Lewis, and Thornhill, 2012).

4.2.6 DATA COLLECTION

For the purposes of the study, qualitative data were gathered through semi-structured interviews and quantitative data were gathered through questionnaire (Saunders, Lewis, and Thornhill, 2012). The researcher collected the responses from April 2022 to June 2022. As in recent years, the use of the internet as a platform for collecting survey data for research purposes has increased rapidly (Saunders, Lewis, and Thornhill, 2012), the researcher followed this route.

4.2.6.1 SEMI-STRUCTURED INTERVIEWS

Anderson (2008) state that semi-structured interviews are common ways of gathering qualitative data. While considering the semi-structured interview, the researcher evaluated different types of interviews and reached into the conclusion that semi-structured interview would be best suited for this study. Appendix 6 describes the advantages and disadvantages of different types of interviews. These key considerations

will be taken before, during, and after conducting a semi-structured interview.

4.2.6.1.1 SEMI-STRUCTURED INTERVIEW PROCESS

Semi-structured interviews were aimed at offshore remote employees in the Oil and Gas Industry in Northeast Scotland. 7 offshore employees working remotely from various Oil and Gas related companies in the North Sea Oil and Gas industry were selected for the semi-structured interviews as part of qualitative research methods.

In semi-structured interviews, the themes and questions are known in advance, but the order and discussion of these questions is dependent on the interviewer's decision (Anderson, 2008). All the interviewees selected for the study were given the details of the themes of the interview in advance which allowed them to prepare. The researcher explained the purpose of the study and also explained how the information obtained will be used and assures respondents of confidentiality. Further, the researcher arranged the questions in such a way that it will start with general questions and then to specific questions about employee engagement.

In terms of conducting the interviews, the researcher used computer assisted interviews using video calls and telephone interviews. The researcher used digital recording device and the tape was transcribed and stored safely. This process ensured natural flow of conversation (Anderson, 2008). Participation to all the above were completely voluntary and interviewees were informed of confidentiality and the right to pause, stop, or withdraw from the interview at any point (Saunders, Lewis, and

Thornhill, 2012). The participants were made aware that participation was voluntary and were provided with a '*participant information sheet*' in advance of the participation as seen in Appendix 7.

The researcher used various forms of social-media platforms such as emails, survey websites, LinkedIn, computer assisted interviews using video calls and telephone interviews to identify participants. There are few advantages here as this approach could reach a wide population specially that half of the Northeast Offshore employees live in England.

4.2.6.1.2 PILOT INTERVIEWS

Using pilot study, the validity and appropriateness of the questions within the semi-structured interviews were checked. Therefore, a pilot study was conducted with 2 offshore employees from the organization, the researcher is currently working to overcome any issues of quality. From the above approach, the researcher believe that it will be possible to reduce the likelihood of respondents having problems in answering questions and data recording problems (Saunders, Lewis, and Thornhill, 2012). After conducting the pilot questionnaire, the researcher modified one question as indicated in Appendix 8.

Following this, the researcher finalized the interview questions and the questions used for interviewing the employees and senior leaders are shown in Appendix 14. The interview participants were interviewed allowing them, in their own way, to explain what employee engagement and practices mean to them.

4.2.6.2 QUESTIONNAIRE

According to Sekaran (2003, p.236), questionnaire is an efficient method for data collection and defines questionnaire as "*a pre-formulated written set of questions to which respondents record their answers, usually within rather closely defined alternatives*". The questionnaire survey was undertaken during the course of research with a target population of 81 participants comprising offshore remote workforce of different level positions from different companies in the Northeast of Scotland.

4.2.6.2.1 FORMAT OF QUESTIONNAIRE

While designing the questionnaire, the researcher evaluated different types of questionnaires and reached into the conclusion that self-administrated online questionnaire would be best suited for the study. There are various advantages of online or internet-based surveys which includes lager participation from different geographical location, greater convenience for participants, less data collection time at reduced cost and increased accuracy and efficiency of data entry (Ahern and Le Brocque, 2005). An online survey methodology was particularly suited for the context of the current study due to the fact that offshore employees participating were scattered throughout the UK and the fact that offshore employees spend majority of the time in North Sea and during their time off they will be with their families or on vacation. Appendix 9 describes the advantages and disadvantages of different types of questionnaires.

Due to low administrative and environmental cost and as self-administrated online questionnaire can be reached to many participants

that allows each respondent to read and answer the same set of questions in a predetermined order, the researcher decided to use this method which meets the objectives of the study (Saunders, Lewis, and Thornhill, 2012).

4.2.6.2.2 QUESTIONNAIRE DESIGN

Burgess (2001) stated that a critical part of good research design involves ensuring that the questionnaire design addresses the requirements of the research. Hence the questionnaire containing both closed and open-ended questions was used for the research, because the questionnaires with closed-end questions will help the respondents to make quick decisions to choose from several alternatives before them. *"Open-ended questions enable the researcher to know and capture the points of view of other people without predetermining those points of view through prior selection of questionnaire categories"* (Patton 2002, p.21) and therefore the high response rate, easy analysis, and straightforward comparisons between respondents or sorts of respondents were the other factors that made the researcher to choose closed-end questionnaire (Sekaran, 2003).

Taylor-Powell (1998) argued that the intended information and to be understood by all respondents is a challenging task and has recommended considering three things while designing self-administrated online questionnaire:

- The actual people for whom the questionnaire is being designed.
- The particular purpose of the questionnaire.
- How questions will be placed in relation to each other in the questionnaire.

For that reason, the questionnaire was designed according to the North Sea Oil and Gas industry perspective by taking into consideration of offshore remote employees.

Even though there are advantages of using online surveys, various disadvantages have also been reported concerning the use of online surveys. The most significant concerns are low response rates and possible compromising of participant anonymity (Braithwaite, Emery, de Lusignan, and Sutton, 2003). In order to address these concerns, the researcher has taken appropriate measures such as reiterated participant anonymity through sending the survey with blind copying the participants and unidentified survey data were kept in separate data bases. Anderson (2008) stated that the designing questionnaire involves considering a range of issues such as the question format and the method of response. Hence the questionnaire was developed in relation to aiming to provide an easy, tick box style, where participants can select their choice, anonymously, without having to write any personal information that could reflect their identity. As the length of the questionnaire affects the quality of data, the researcher thought about the length of the questionnaire and time it will take for the participants to answer the questions (James and Bolstein, 1990). The participants were made aware that participation was voluntary and were provided with a '*participant information sheet*' in advance of the participation (Appendix 10). The participants were given timeline to complete the questionnaire with all the participants informed of the anonymity and confidentiality (Saunders, Lewis, and Thornhill, 2012).

The researcher used Survey Monkey as the mode to distribute the questionnaire. To complete the electronic survey, the participants read the consent form and selected the survey link in the email invitation and thus the participants provided informed consent by selecting the survey link.

An initial email invitation was sent to all participants to encourage greater and more representative sampling. This introductory announcement email contained wording informing participants that their participation is confidential with no record of individual responses as seen in Appendix 10. Five days after the initial email, the researcher sent a follow-up email to the same potential participants. The researcher purposefully sent this email with having a dual purpose which included thanking those who participated in the survey, and welcoming others to participate. After 14 days, the researcher contacted those participants who have LinkedIn account and through that platform reminding to complete the survey those who have not yet. Finally, a reminder email was sent one week prior to the survey closing to increase response rates.

These follow up methods were successful to certain extent as after 1 month of sending the survey questions, the researcher achieved 60% of responses. Through these processes, the researcher gathered enough responses to conduct the study. By the end of 50 days, the researcher received 70 responses from sending the survey to 81 individuals. After the researcher collected the required 70 responses, the survey was and retrieved all raw data in electronic form from Survey Monkey which was after two months after the survey announcement.

4.2.6.2.3 PILOT QUESTIONNAIRE

As online pilot questionnaire helps to refine the questionnaire so that participants will have no issues in answering the questions, hence the researcher conducted a pilot survey with 5 offshore employees from the organization the researcher is currently working (Appendix 11). The pilot study helped in identifying whether a question can be skipped due to confusion or poorly worded instructions (Bryman and Bell, 2011) and ensured that the right questions were asked and to identify uncertainties (Bernard and Bernard, 2012).

Following the above steps, the researcher finalized the survey questions as shown in Appendix 38. Questionnaire containing 24 questions if which one had few sub-questions were distributed to 81 participants using a survey tool known as Survey Monkey.

4.2.6.2.4 GROUPING OF QUESTIONNAIRE

After conducting the pilot questionnaire, the researcher modified few questions as indicated in Appendix 11. Questionnaire piloting ensures the clarity of the questions, and the researcher grouped the questions. The questionnaire was arranged into five groups to further enhance the questionnaire, as shown in Appendix 12.

4.3 DATA ANALYSIS

The researcher followed the below methods for data analysis.

4.3.1 INTERVIEW DATA

The interview data were collected by using a recording device. After producing the transcript for interviews, a summary of key points was

identified. Data were analyzed using thematic analysis (Braun and Clarke, 2013). The steps suggested by Braun and Clarke (2013) as explained in figure 19 were followed during the data analysis process. The same step was followed for the open-ended question analysis as well.

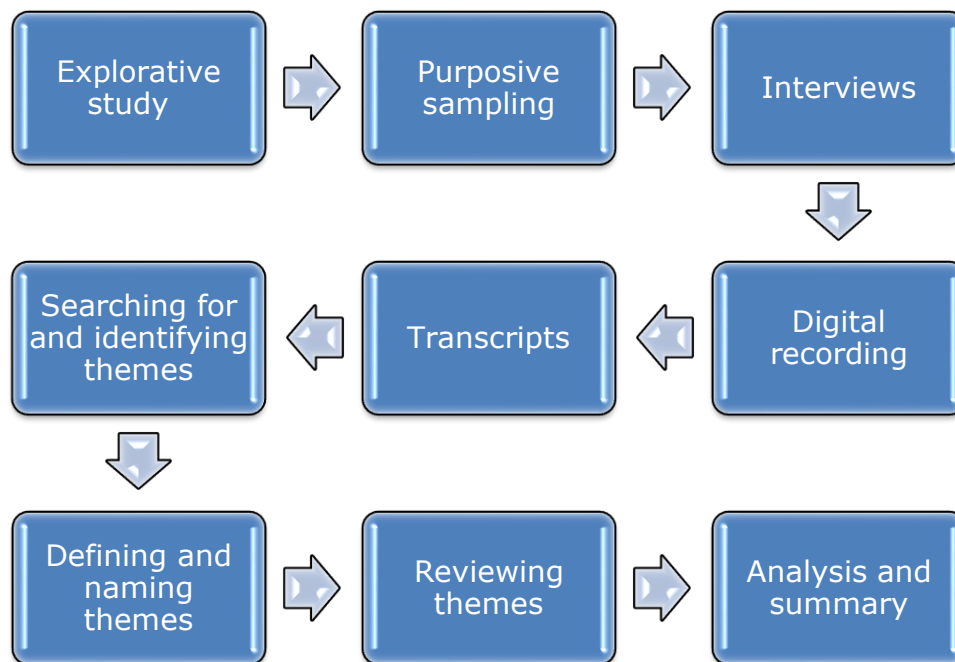


Fig 19: Analyzing the interview data

Source: Author. Adopted from Braun and Clarke (2013)

4.3.2 QUESTIONNAIRE DATA

The questionnaire was collected using Survey Monkey platform and were analyzed using descriptive analysis and bivariate analysis. The completed responses were downloaded and then imported into excel sheet that will allow easy interpretation of findings. Using visual graphs, the results from the quantitative data questions were described. This will help in comparing the views collected from the employees. Appendix 39 describes the overall summary of the quantitative results.

Descriptive analysis is applied to give a review of the participant's demographic characteristics using the means, frequencies, and standard deviations of the responses. Bivariate analysis involves the use of two variables together in order to describe any relationship between them (Anderson, 2008).

4.3.2.1 CHI-SQUARED TEST

The chi-square test is used to find out how likely it is that the two variables are associated. The CHITEST function tests the actual (observed) and expected frequencies and returns a probability that the null hypothesis is true (no significant difference in frequencies) compared with the critical probability value (normally 0.05) (Saunders, Lewis and Thronhill, 2007).

There are two categories of chi-square test:

- Goodness of fit: Testing to determine if frequency data is conforming to an expected pattern (Bee and Bee, 2005).
- Test of independence variable: Testing for a significant difference between sets of frequency data (Bee and Bee, 2005).

In this study, chi-square test is based on the test of independence variable, which was performed to establish if the relationship between employee engagement and psychological contract between employee and employer described in this study occurred than by chance, which would be the null hypothesis.

The following statistical calculation was used for chi-square (χ^2):

$\chi^2 = (\mathbf{O} - \mathbf{E})^2/\mathbf{E}$. Where O equals observed frequencies and E equals expected frequencies.

The degree of freedom (df) is the number of values free to vary when computing a statistic. The number of degrees of freedom is calculated from (number of rows in the table -1) X (number of columns in the table -1) (Saunders, Lewis and Thornhill, 2007). If the calculated value of χ^2 exceeds the critical value of χ^2 (chi-squared), then there is a statistically significant relationship between the two variables. The chi-squared values are presented in Appendix 40.

4.4 SAMPLING METHODS

Sampling allows the amount of data researched to be reduced to a manageable size and generalization deducted (Saunders, Lewis, and Thornhill, 2012). The two major sampling techniques are probability sampling and non-probability sampling (Saunders, Lewis, and Thornhill, 2012). Probability sampling involves determining a sample that is statistically representative of the population which is appropriate for quantitative studies. Non-probability sampling is mostly used for qualitative data-gathering (Saunders, Lewis, and Thornhill, 2012).

4.4.1 SAMPLE SELECTION

In this study, offshore industry in the Northeast of Scotland was selected as the sampling frame, with a focus on remote offshore employees. This population was appropriate because the participants held varied job responsibilities supplied sufficient information for this study.

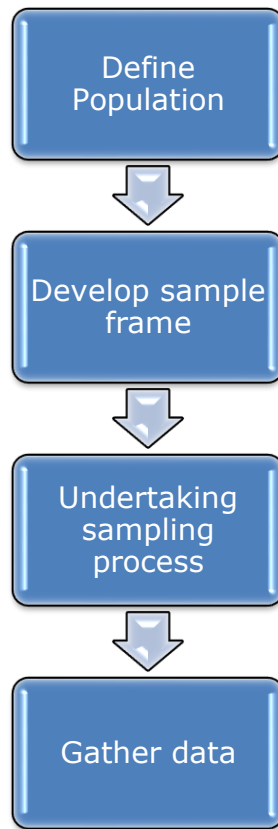


Fig 20: Sample selection process

Source: Anderson (2008)

4.4.2 SAMPLING TECHNIQUE FOR QUALITATIVE DATA

The researcher examined different qualitative sampling methods (Appendix 13) and after considering the merits and disadvantages, purposive sampling technique was used for qualitative data as the respondents must work in the Oil and Gas industry. Denscombe (2007) supported that purposive sampling is useful when the researcher is aware of related facts about specific incidents and makes a careful finding because they are perceived to produce the most valuable data. Thus, purposive sampling involves a selection of participants that are significant to the research aim and objectives. With the purpose in mind, interviewees were selected to represent all levels of workforce including senior management on a

strategic level, employees working remotely from all levels of seniority and from all age and length of service groups, good mix of gender and other protected characteristics will also be represented (Anderson, 2008).

4.4.3 SAMPLING TECHNIQUE FOR QUANTITATIVE DATA

One of the major challenges in sampling includes its credibility, completeness, and representativeness (Bernard and Bernard, 2012). In the quantitative study, the researcher had challenges to survey the entire population. Hence the researcher defined the target population as 81 offshore employees to participate in the online questionnaire survey and semi-structured interviews with 3 senior leaders and 7 offshore employees from various organizations due to the inconveniency of sampling the entire offshore remote workforce. Hence the sampling process involved probability sampling where every member of the target population will have an equal opportunity of being selected and also provides an opportunity to pre-define a frame where the unit of analysis can be randomly selected (Bernard and Bernard, 2012).

A sequential mixed method sampling technique was adopted in this study (Teddlie and Tashakkori, 2009). The findings from qualitative research are used to improve and amend the design of quantitative research (reference to figure 18) and involves a combination of qualitative phase and quantitative phase in a sequential manner will be adopted (Collins, Onwuegbuzie, and Jiao, 2007).

4.5 RESEARCH LIMITS AND BIASES

The researcher took care to minimize the limitations and maximize the reliability and validity of findings. According to Saunders, Lewis and Thronhill (2007) reliability refers to the extent to which data collection techniques or analysis procedures will yield consistent findings each time. Validity is concerned with whether the findings are really about what they appear to be about.

4.5.1 LIMITATIONS OF INTERVIEWS

The interview process provided certain limitations such as the quality of the data as it depends upon the interaction between an interviewer and the interviewee, and may vary with respondents (Kumar, 2005). To limit this, control was maintained by asking relevant questions, listening with care to assess the quality of responses and by giving feedback to the interviewee (Patton, 2002).

4.5.2 LIMITATION OF QUESTIONNAIRE

One of the main limitations of using questionnaire is its difficulty of securing an adequate response (Burns, 2000). Some respondents choose not to answer some of the questions resulting in missing data. Finally, 70 employees responded to the survey. Therefore, the findings made in the study may be biased by the incorrect information. Other than the above limitation, many of the employees were on their annual leave as the data were collected from April 2022 to June 2022 which tied with summer holidays and school holidays, which was another reason for low response rate.

4.6 ETHICAL CONSIDERATIONS

Wells (1994 p. 284) cited in Anderson (2008) that "*ethics is the code of behavior in relation to the rights of those who became the subject of your work or are affected by it*". This is further supported by (Saunders, Lewis, and Thornhill, 2012) that ethical issues area always encountered at all research stages. The ethical considerations that observed in the study are as follows:

- Permission was gained from each participant beforehand and purpose for the participation was made clear. Each participant was treated with respect and confidentiality was maintained.
- All the personnel participating in this research study was treated fairly and was given equal opportunity during the survey and to respond to questionnaire.
- The main ethical consideration was confidentiality. This was addressed by having an introductory cover letter requesting permission outlining the research background including the research ethics.
- The researcher also adhered to University's ethical standards.
- To comply with General Data Protection Regulation act (GDPR) (Gov.UK, 2022) requirement, the researcher only asked for information that is necessary for the research and not ask for any personal data.

- All the data collected from offshore employees as part of the research were stored electronically with proper encryption, where one central master record was created.

As ethics is fundamental to this study, the researcher took appropriate measures to ensure the participants anonymously for their current level of engagement. The main consideration adopted by the researcher are as follows:

- Names were not used in any data obtained.
- As this was a voluntary online survey, participants had the choice to participate in the survey.
- As no translators or transcribers, or any other third parties were used in this study, no one other than the researcher have access to data and thus full confidentiality was maintained.

4.7 IDENTIFIED IMPACT AND OUTCOMES

The researcher hopes that the key findings of the research will enhance the engagement drivers among the North Sea offshore remote workforce in the following ways.

- Suggest methods to strengthen and maintain offshore remote workplace engagement.
- The findings of this research may enhance workplace employee engagement and allow businesses to improve their staff engagement levels and thus enhance organizational performance and retain the employees.

The research contributes to both academic and professional benefits. Academically, this research aims to bring attention to strengthening employee engagement among offshore remote employees. Professionally, leaders of organizations will be able to review the implications of the findings, with the opportunity of implementing the recommendations of the research in strengthening the employee engagement activities.

4.8 SUMMARY OF METHODOLOGY

The methodology section examined and justified the aims and objectives outlined in the introduction and interferences were made from the results of the questionnaire survey and the interviews conducted. To achieve the research, aim and objectives, both qualitative and quantitative methods of research have been adopted. It also provided justification for all the tools and instruments that were used for the research. The reliability and validity of the findings were also discussed.

CHAPTER 5 - RESULTS

5.0 INTRODUCTION

This section of the thesis focuses on the finding of the research and presents an analysis and discussion of the results that are built based on the responses of the interviews and questionnaire survey. The researcher collected the responses from April 2022 to June 2022.

For interview, the researcher used semi-structured interview method as mentioned in chapter 4. Semi-structured interviews were conducted with 7 employees who worked offshore from various Oil and Gas companies in Aberdeen to get an in-depth knowledge of employee engagement. Further semi-structured interviews were also conducted with 3 senior leaders from 3 different Oil and Gas companies in Aberdeen, identified as Company A, Company B and Company C to get an in-depth knowledge of employee engagement from organization's perspective.

A response rate of 86.42% was achieved by sending questionnaire to 81 employees who worked offshore from various Oil and Gas companies in Aberdeen. The researcher felt that the response rate was considerably good particularly the researcher was handling remote offshore employees who works offshore where internet access wasn't always accessible. Despite the challenges faced, researcher used various networking methods and communication channels like LinkedIn and emails to make sure that the research questions were getting a wider reach. Questionnaire were sent to 81 participants and 70 responses were received.

The chapter has two main sections which describes qualitative and quantitative data analysis. Both the section starts with presenting

demographic data to point out the basic statistical relationships among offshore employees. The second part of the qualitative and quantitative data analysis concentrates on exploring views, concept, and perception of employee engagement from employee's and organizational perspective. The third part of qualitative and quantitative data analysis specialize in the varied aspects of employee engagement including the connection between employee engagement and psychological contract. The fourth part of qualitative and quantitative data analysis explains how employee engagement could act as retention tool. The qualitative analysis also includes the advantages of employee engagement and the challenges in implementing employee engagement. The final section consists of a summary of the chapter.

The main results derived from qualitative and quantitative methods are discussed below.

5.1 QUALITATIVE DATA ANALYSIS

This area includes the main themes derived from semi-structured interviews. The researcher conducted semi-structured interviews with seven (7) employees and three (3) senior leaders from different Oil and Gas companies in Aberdeen to get their view on the effect of employee engagement and factors associated with psychological contract between employee and the employer. There were both positive and negative responses. Although participants have said that employee engagement is found to be positively related to a variety of attributes like loyalty, job

satisfaction, motivation, commitment many employees stated that organization are not giving much importance to employee engagement.

5.1.1 GENERAL DEMOGRAPHIC ANALYSIS

The general demographic analysis derived from the information collected from both the employees and senior leaders are shown in Appendix 17, 18, 19, and 20.

5.1.2 EMPLOYEE ENGAGEMENT: CONCEPT AND PERCEPTION

5.1.2.1 TO EXAMINE THE CONCEPT OF EMPLOYEE ENGAGEMENT USING KNOWN THEORIES

The researcher conducted interviews with 3 senior leaders and 7 employees working offshore within the Oil and Gas industry to gather how they would define employee engagement. When asked how senior leaders and employees would define employee engagement various responses were received. The subsequent section will provide the main summary of employers (through senior leader's response) and employees response received during the interview. A full summary of the result is presented in Appendix 21.

Quotes to illustrate the above responses includes:

Senior Leaders

Participant 1: *"For me employee engagement is to motivates employees to satisfy organizational goals which eventually increases employees trust and commitment".*

Participant 2: *"Employee engagement drives both employees and organizational performance thus exert extra energy in their work which makes employees more involved and increases job satisfaction".*

Participant 3: *"Employee engagement is a tool that motivates where employees feel included, valued, part of the organization, feels them committed and increases trust and creates full job satisfaction".*

Employees

Participant 1: *"My performance increases and thus I am motivated, and my job satisfaction is also great".*

Participant 2: *"Employee engagement drives commitment and provides me a way of belonging to the organization and drives my performance as well".*

Participant 3: *"Trust is significant and employee engagement plays a part which also increases motivation level, performance and job satisfaction"*

Participant 4: *"It boosts my job satisfaction, trust commitment and makes me more involved in my job".*

Participant 5: *"From my personal experience, employee engagement increases my motivation, drives my performance, increases job satisfaction and commitment".*

Participant 6: *"Employee engagement drives performance, job satisfaction, commitment and trust"*

Participant 7: *"I define employee engagement to an instrument that increases motivation, value to the organization, job satisfaction and commitment".*

5.1.2.2 MAIN THINGS THAT MOTIVATE EMPLOYEES TO PERFORM WORK BETTER

Further the senior leaders were asked their view on the main things that motivates employees to perform work better. The responses received from senior leaders were as follows:

Participant 1: *“High performance employees exists within the business when they were able to go above and beyond expectations. However, employees will generate these discretionary efforts when they are valued”.*

Participant 2: *“Employee engagement isn’t formally needed to carry out any job, but it is the sign that is linked with discretionary efforts whereby the employees exercise trust, commitment and thus goes above and beyond to carry out their job”.*

Participant 3: *“Positive attitude, good salary, leadership engagement, positive energy, enthusiasm, excitement all contributes and motivates employees to perform their work better”.*

5.1.2.3 MAIN THINGS THAT MOTIVATES AN ORGANIZATION TO OFFER EMPLOYEE ENGAGEMENT

Finally, to collect the concept of employee engagement better from an organizational perspective, senior leaders were asked what motivates an organization to offer employee engagement

Participant 1: *“Employee engagement is the sign that is linked with discretionary efforts which is not formally required as part of the job, but a form of psychological contract between the employee and the employer. This is the driving factor for organization to promote employee engagement”.*

Participant 2: *“Ensures a cheerful workforce where they will have a sense of belongings as employee engagement brings positive attitude which drives energy, enthusiasm, excitement, and friendly to everybody and does their work”.*

Participant 3: *“Generates a high performing team who works hard and contributes to organization’s success. The senior leader commented that in this volatile market situation, organization would need people who are committed to do the very best who can and takes ownership of that and who are full of positivity as this positivity influence others around the individual. Due to these reasons, the senior leader believes that offering engagement opportunity is a great thing”.*

5.1.2.4 PERCEPTION OF EMPLOYEE ENGAGEMENT

To examine offshore employees’ and organizations perceptions of employee engagement, the researcher asked both the senior leaders and the employees the following questions and the responses are included in the appendix.

5.2.2.4.1 IMPORTANCE OF EMPLOYEE ENGAGEMENT

The senior leaders were asked about the importance of employee engagement and the responses are shown in Appendix 22.

5.2.2.4.2 HOW ORGANIZATION FOSTER EMPLOYEE ENGAGEMENT FOR OFFSHORE EMPLOYEES

The senior leaders were asked how the organization foster employee engagement for offshore employees and the responses are shown in Appendix 23.

5.1.2.4.3 FACTORS THAT HAVE THE MOST IMPACT ON EMPLOYEE ENGAGEMENT

Further the participants (both the senior leaders and employees) were asked what the factors associated with employee engagement, and the responses received are included in the appendix 24.

5.1.3 STATE OF PSYCHOLOGICAL CONTRACT IN EMPLOYEE ENGAGEMENT

To examine the interrelationship between employee engagement and psychological contract of employees and employers, both the employees and the senior leaders were asked if employee engagement can increase the psychological contract between employee and employer. The responses received are included in the Appendix 25.

5.1.3.1 ROLE OF MANAGERS (IMMEDIATE SUPERVISOR) IN EMPLOYEE ENGAGEMENT

Employees and senior leaders were asked about the role of managers (immediate supervisors) in employee engagement. This question was vital to know the support the organization provide for their offshore employees through the front-line managers and also to understand the perceptions from the employees in relation to the support they receive from their immediate manager. The responses received are included in the Appendix 26.

5.1.3.2 PSYCHOLOGICAL CONTRACT AND ECONOMIC IMPACT

Employees and senior leaders were asked if they have noticed any issues or decline in employee engagement during Covid and economic crisis. The responses received are included in the Appendix 27.

5.1.4 EMPLOYEE ENGAGEMENT AS EFFECTIVE RETENTION TOOL

To examine if employee engagement can act as an employee retention tool in Oil and Gas industry, senior leaders were asked if employee engagement could act as effective retention tool. The responses received are included in the Appendix 28.

5.1.5 EMPLOYEE'S AND EMPLOYER'S VIEW ON THE BENEFIT AND CHALLENGES OF EMPLOYEE ENGAGEMENT

To examine and explore the benefits and challenges of remote working among offshore employees within the North Sea Oil and Gas industry, both the senior leaders and individual employees were asked their view on the benefits and challenges of remote working. The responses received from both employee's and employer's view on the benefit of employee engagements are shown in Appendix 29.

5.1.5.2 CHALLENGES OF IMPLEMENTING EMPLOYEE ENGAGEMENT AMONG OFFSHORE EMPLOYEES

Senior leaders were asked the challenges related to the implementation of employee engagement and the responses received are included in the Appendix 30.

5.1.5.3 THREE CHALLENGES FACED BY EMPLOYEES WHEN WORKING OFFSHORE

Employees were asked the challenges faced by them when working offshore and the responses received are included in the Appendix 31.

5.1.6 SUGGESTION FOR IMPROVING EMPLOYEE ENGAGEMENT

As part of the interview, both the employees and senior leaders were asked for any suggestions for improving employee engagement and the responses received are included in the Appendix 32.

In addition to the above, one of the employees stated the following:

a) Management sometimes don't fully recognize employees' efforts.

Some employees believed that the incentive system was not fair or transparent enough, and some suggested skillful behavior and collaboration between employee and employer to promote intrinsic rewards.

b) In addition, non-monetary rewards, such as recognition by peers are not common.

5.1.7 OPEN-ENDED QUESTION

As previously mentioned within the methodology section, the researcher used a sequential approach where the researcher used results from qualitative interviews as a starting point for developing quantitative data. Hence when developed quantitative questions, one of the questions in the survey was open-ended.

5.1.7.1 SUGGESTION FOR IMPROVING THE CURRENT ENGAGEMENT LEVEL IN THE ORGANIZATION

Through open-end question, the researcher asked the participants their suggestions for improving the present engagement level within the organization. Most of them stated about management's responsibilities in giving encouraging good practices about employee engagement. It is

important to note that the responses received from open-ended question were similar to the responses received from interviews in relation to the same question. This clearly shows that all the participants strongly suggest that there is a need to improve the current employee engagement practices. The responses received are included in the Appendix 33.

As discussed in section 4.3 of the methodology section, the responses from both interview questions and open-ended question were categorized into themes to recognize the relationship between the individual responses. The themes derived from interview questions are shown in Appendix 34, 35, 36 and 37. Appendix 41 and 42 describes themes derived from open-ended question.

5.2 QUANTITATIVE ANALYSIS

As the research is about exploratory study of employee engagement among Oil and Gas offshore employees within the Northeast of Scotland, quantitative study was used to further determine whether a relationship exists between employee engagement and various elements of psychological contract.

The quantitative data were analyzed from the responses obtained from seventy (70) respondents, and the main results are shown in the form of graphs followed by a descriptive explanation of data on it. Through this, an accurate rationalization of employee engagement established among offshore employees in the Northeast Oil and Gas industry were explained. A full summary of quantitative results is presented in Appendix 39.

5.3 GENERAL DEMOGRAPHIC ANALYSIS

This section presents a descriptive analysis of the sample, which provides an outline of the respondents' characteristics, such as age, gender, type of employment, level within the organization, experience in the offshore industry, and level of experience in current employment.

5.3.1 AGE RANGE OF PARTICIPANTS

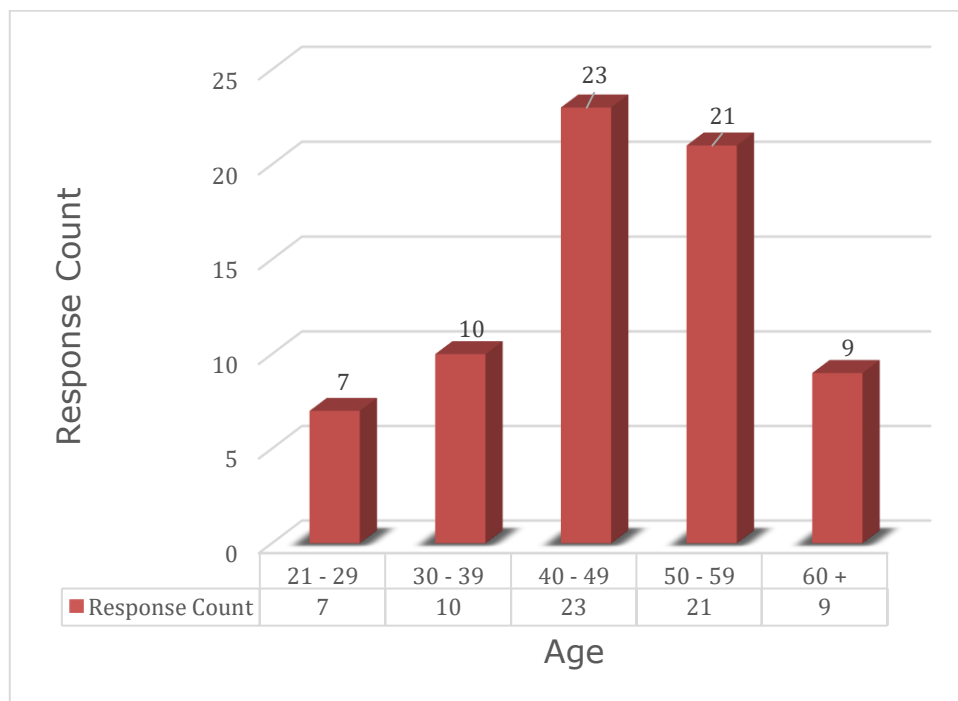


Fig 21: Age range of participants

From the analysis, it had been found that 7 of the employees belong to 21 to 29 age range, 10 employees belong to 30-39 age range, 23 employees belong to 40-49 age range, 21 employees belong to 50-59 age range and 9 belong to 60+ age range respectively. Figure 21 represents the frequency distribution of age and discloses that the sample was more towards the age group 40 to 49 range that accounted for 33% of the participants.

Further, figure 21 shows that the age range of participants fits within the Office for National Statistics (ONS, 2019) 2019 data as the survey result

shows that there were 33% of participants in 40 to 49 age range, 30% in 50 to 59 age range and 13% in 60 plus age range. The data have shown that the UK's population continues to increase as there has been a change in the age structure towards later ages which implies that in the UK there is an ageing work population. This is further supported by Dixen (2003) who indicated that the average age of UK work force is increasing, and that the skill sets, and experiences of this age group will be a challenge for the organizations to replace. The 9 employees of 60+ age group add evidence to the aging working population in the UK.

5.3.2 GENDER DIVISION OF PARTICIPANTS

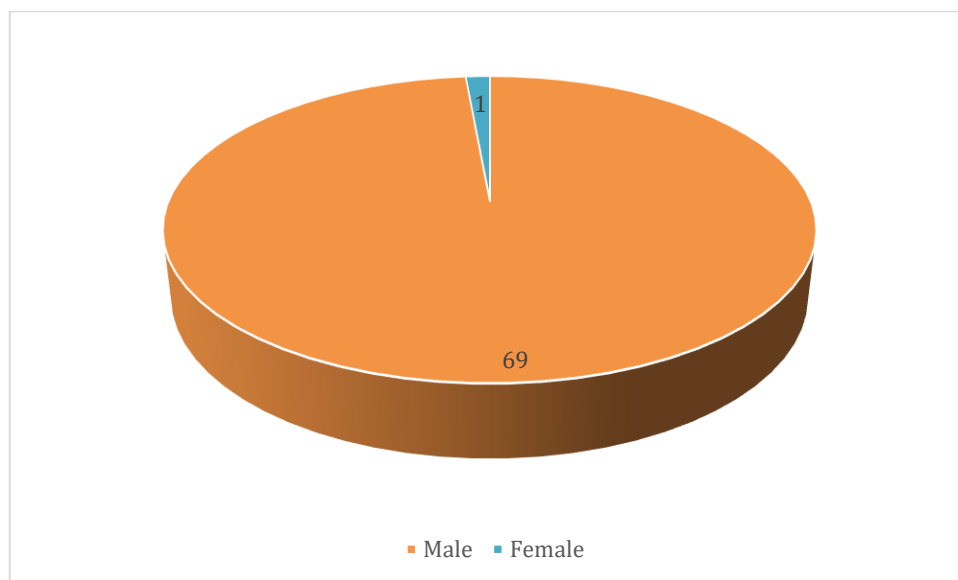


Fig 22: Gender division of participants

The above figure presents the gender distribution which gives a picture of the work force composition of the offshore industry showing that majority of the employees are males (69 responses). The OGUK report produced in

2020 supports this and states that in 2020, females only represent only 3% of the total offshore workforce (Energy Voice, 2021).

Various studies have acknowledged that cultural bias still exists in the UK offshore industry where women are still evaluated as “*inapt*” for Oil and Gas industry as there is a general perception that women are not able to handle physical labor (Forbes, 2019).

5.3.3 WORKING MODE OF EMPLOYEES

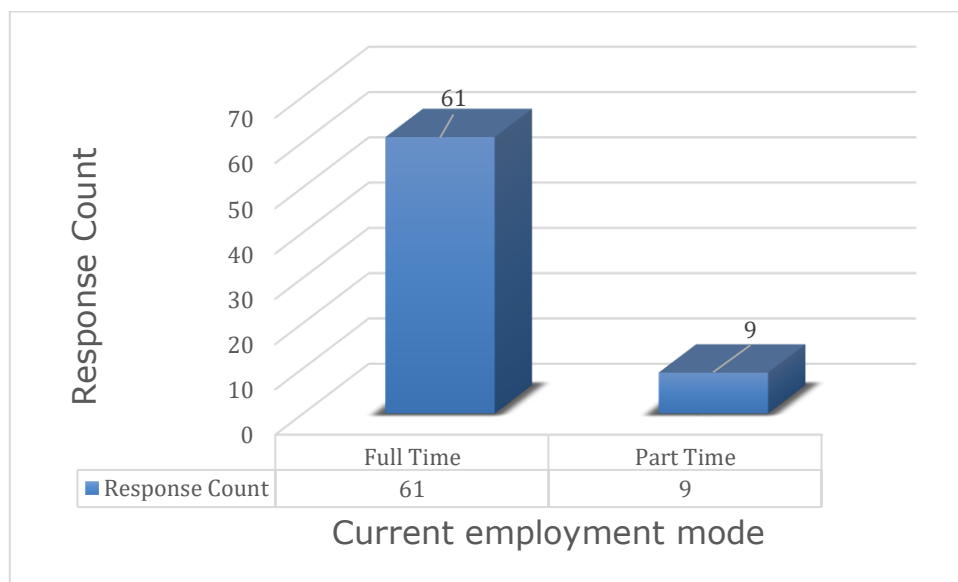


Fig 23: Current employment mode

When asked about the working mode of the employees, it was found that majority of the employees 61 employees (87%) were in full time employment and only a low proportion 9 employees (13%) were in part time employment. There is no surprise here as majority of the offshore jobs are rotational jobs where the employees spend certain number of weeks offshore followed by a rest break. Hence due to the nature of the job, employees are into full time employment rather than part time employment or in adhoc jobs. This is supported by the studies carried out by University

of Oxford as stated in HSE (2010, p. 1) which stated that "irrespective of specific working time arrangements, most offshore personnel (whether operating company employees or core crew contractors) are employed long-term on one installation, and their work schedules form a regular pattern, usually planned many months in advance."

5.3.4 LEVEL WITHIN THE ORGANIZATION

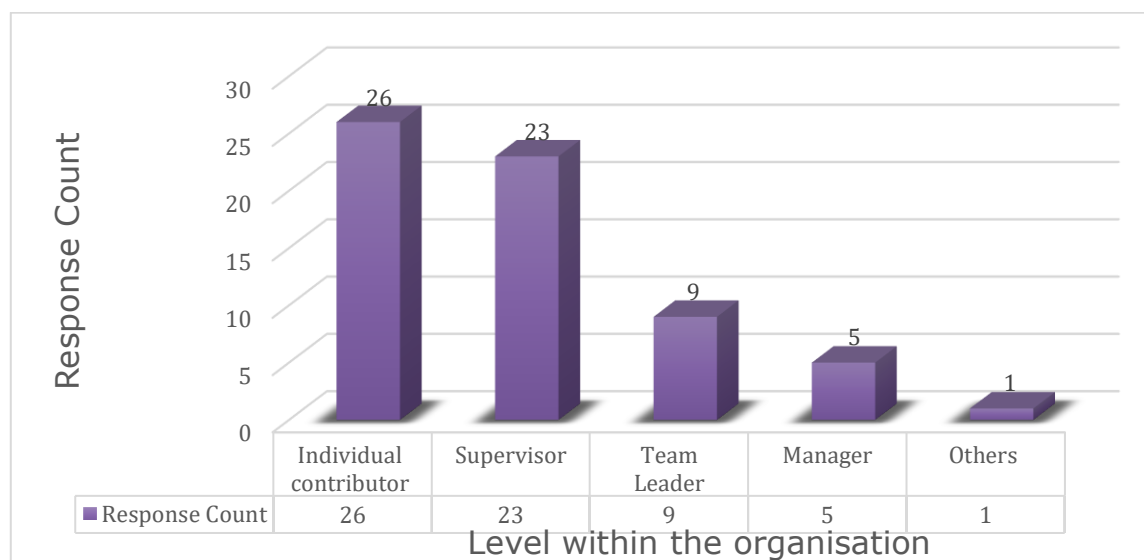


Fig 24: Level within the organization

Figure 24 shows that with respect to the total percentage number of employees, 40.63% (26 employees) are individual contributors, 35.94% (23 employees) work as supervisors, 14.06% (9 employees) works as team leaders, 7.81% (5 employees) works as managers and 1.56% (1 employee) falls under other category.

5.3.5 YEARS OF EXPERIENCE OFFSHORE



Fig 25: Years of experience offshore

Figure 25 shows that 4 employees (5.80%) of the sample reported working in the offshore industry for less than a year. Data shows that the highest percentage of respondents 20 employees (28.99%) reported working in offshore industry for a period of between 11 and 15 years. The next highest proportion was 17 employees at 24.64%, had worked in the industry for a period of between 1 and 5 years while 16 employees (23.19%) reported working in offshore industry for a period of between 6 and 10 years. 4 employees (5.80%) of the sample had been working offshore between 16 and 20 years, and 8 employees (11.59%) had offshore experience of over twenty years.

5.3.6 YEARS OF EXPERIENCE WITH CURRENT ORGANIZATION

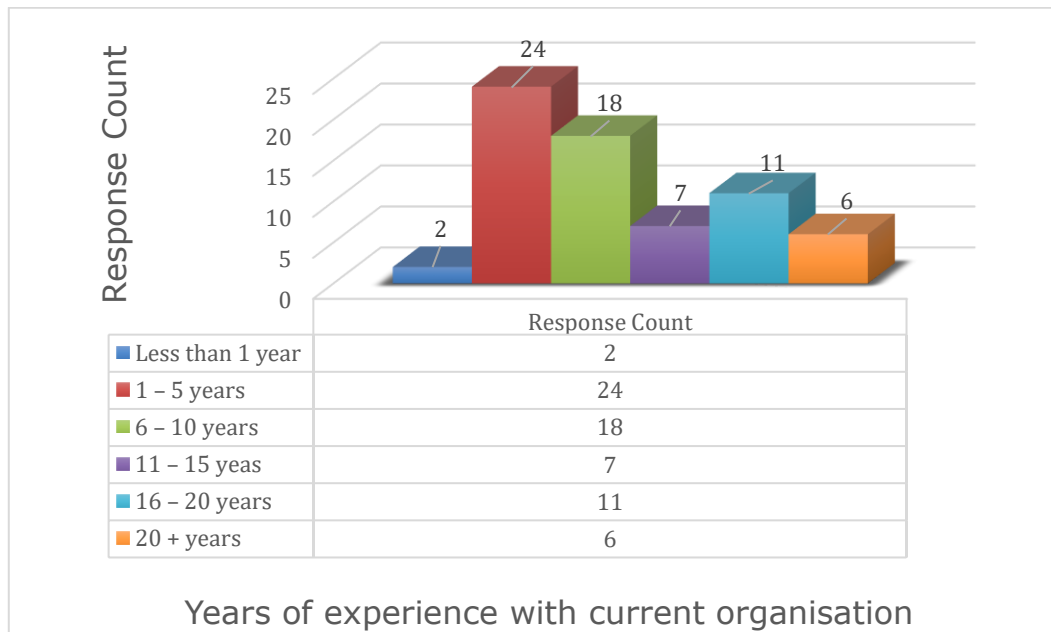


Fig 26: Years of experience with current organization

The results displayed in Figure 26, shows the years of experience with participants current organization. The result shows that 2 employees equivalent to 2.94% of the respondents reported working for the same organization for less than one year, while 24 employees equivalent to 35.29%, the largest proportion of the sample, reported working for the current organization for 1 to 5 years. The percentage of those in the 6 to 10-year bracket was 26.27% which is 18 employees; 10.29% (7 employees) were working for their current employer for a period of between 11 and 15 years; 16.18% (11 employees) reported 16 to 20 years, and 8.82% (6 employees) reported working in their current organization for more than twenty years.

5.4 EMPLOYEE ENGAGEMENT: CONCEPT AND PERCEPTION

The literature review revealed the impact and importance of employee engagement in an organization. The researcher decided to find out the concept and perception of employee engagement among employees working offshore in the Northeast Oil and Gas industry.

5.4.1 IS THE WORK ENGAGING

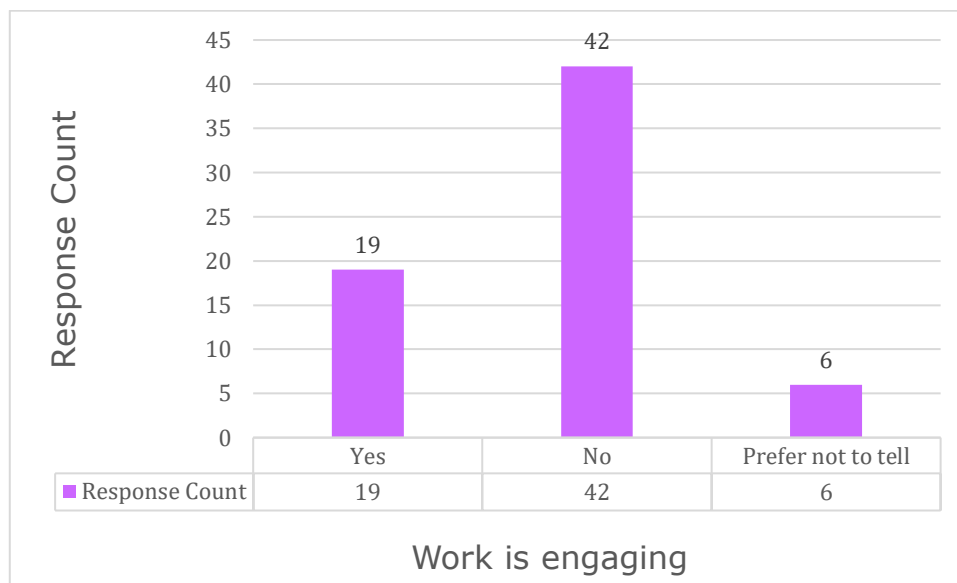


Fig 27: Does employees find their work engaging

According to figure 27, most of the respondents indicated that they do not find their work engaging. Out of 67 responses, 42 indicated that they do not find their work engaging. 19 responses indicated that employees find their work engaging. There were few employees (6 employees) responded that they prefer not to tell if the work is engaging or not. It is noted here that the majority of the employees advised that their work is not engaging. This indicates that employees are not putting their discretionary efforts to achieve their goals and organizational goals (CIPD, 2022).

5.4.2 EMPLOYEE ENGAGEMENT AS BENEFICIAL

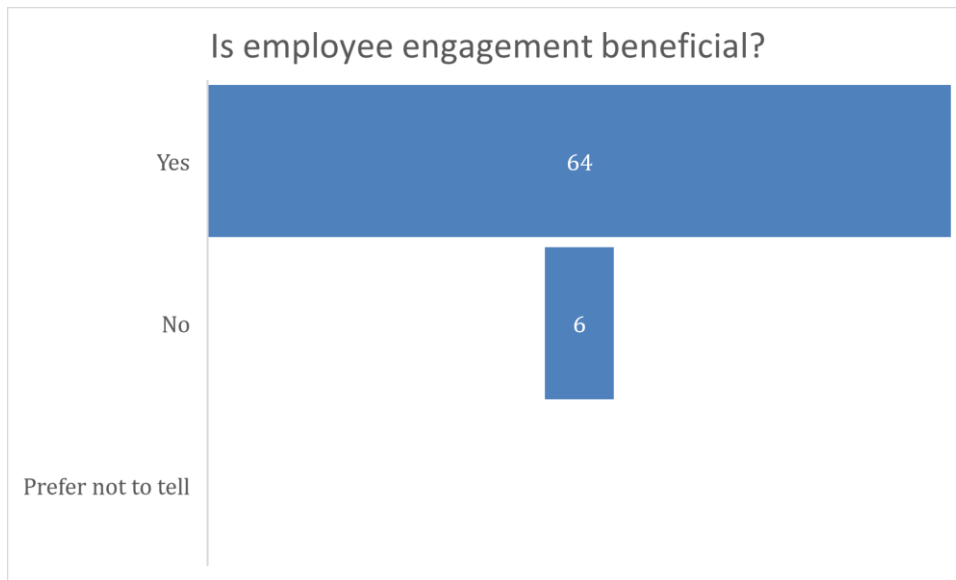


Fig 28: Is Employee engagement beneficial

The above figure 28 shows that 64 respondents indicated that they believe that employee engagement is beneficial while 6 employees indicated that they believe employee engagement is not beneficial.

5.4.3 MOTIVATION FACTOR TO PERFORM WORK BETTER

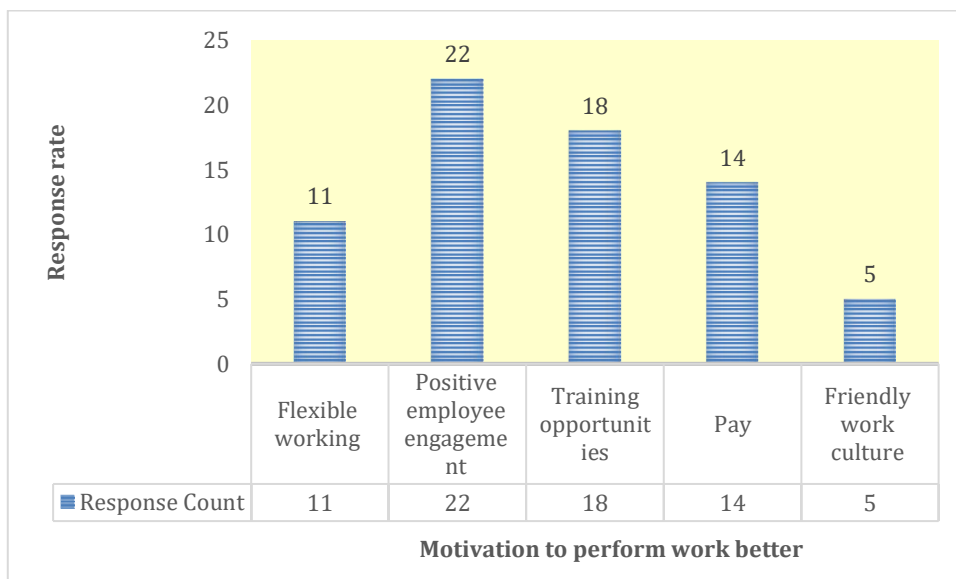


Fig 29: Motivation factor to perform work better

This question focused on the main motivation factor to perform work better. It was found that 22 of the respondents had a higher affinity towards employee engagement, followed by pay (18 employees), flexible working (14 employees), training opportunities (11 employees) and friendly work culture (5 employees).

5.4.4 WORKPLACE ISOLATION

The specific management problem was that all the employees who works offshore regularly in the Northeast of Scotland experience a work culture that minimizes their visibility within the organization and thus increases their feelings of isolation (OGUK, 2021). Hence to understand this specific problem, the researcher asked the participants two questions in relation to isolation from work colleagues and isolation from the organization.

5.4.4.1 ISOLATION FROM WORK COLLEAGUES

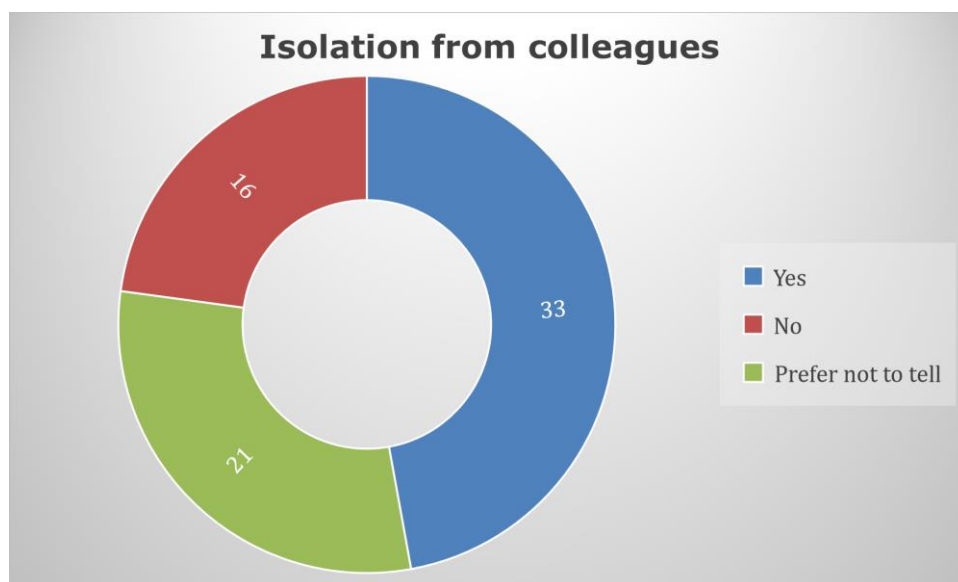


Fig 30: Isolation from work colleagues

The findings from this question suggests that 33 employees are suffering from isolation from their work colleagues.

5.4.4.2 ISOLATION FROM ORGANIZATION

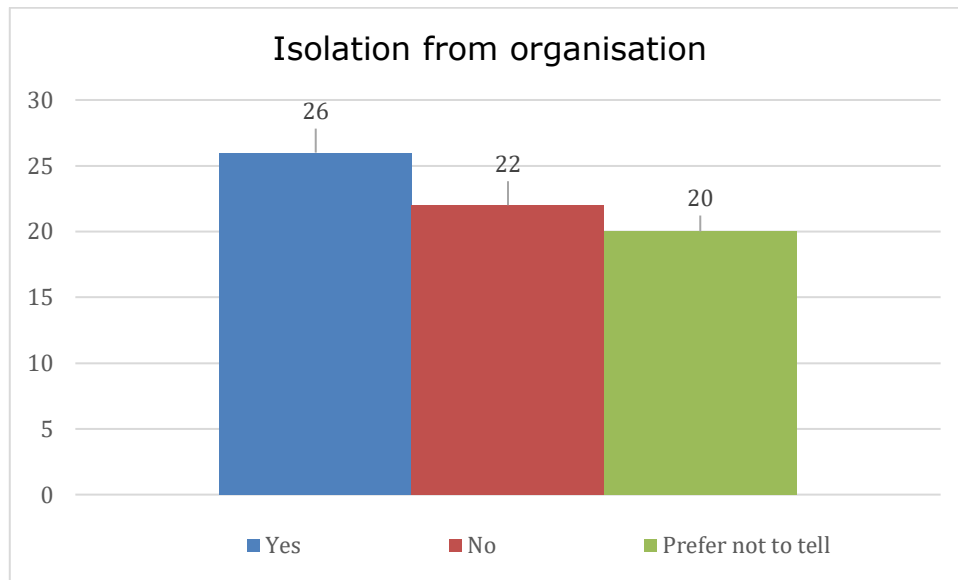


Fig 31: Isolation from organization

It was observed that 26 employees advised that they have experienced isolation from their organization and 22 employees advised that they have not experienced isolation from their organization.

5.5 STATE OF PSYCHOLOGICAL CONTRACT IN EMPLOYEE ENGAGEMENT

With the aim of understanding the impact of employee engagement on psychological contract and in understanding accomplishment of the stated purpose to determine whether substantial relationships exist between employee engagement and psychological contract, the researcher explored and examined the connection among psychological contract and employee engagement on various factors by asking various questions to the participants.

5.5.1 EMPLOYEE ENGAGEMENT AND POSITIVE IMPACT ON RELATIONSHIP WITH EMPLOYER

The main aim of this question was to examine the impact of employee engagement on employee-employer relationship. Although there are various other factors such as job security, flexible working, pay, recognition working environment etc. affect the nature of employee-employer relationship (MacMahon, 1996), the researcher has only concentrated on the main variable (employee engagement) that affect the research study. Mercer refers employee engagement to a psychological state where employees feel an entrusted interest in the company's success and perform to a high standard that may exceed the stated requirements of the job. (CIPD, 2022). Hence the researcher decided to understand the extent to which employee engagement has a positive impact on employee's relationship with their employer.

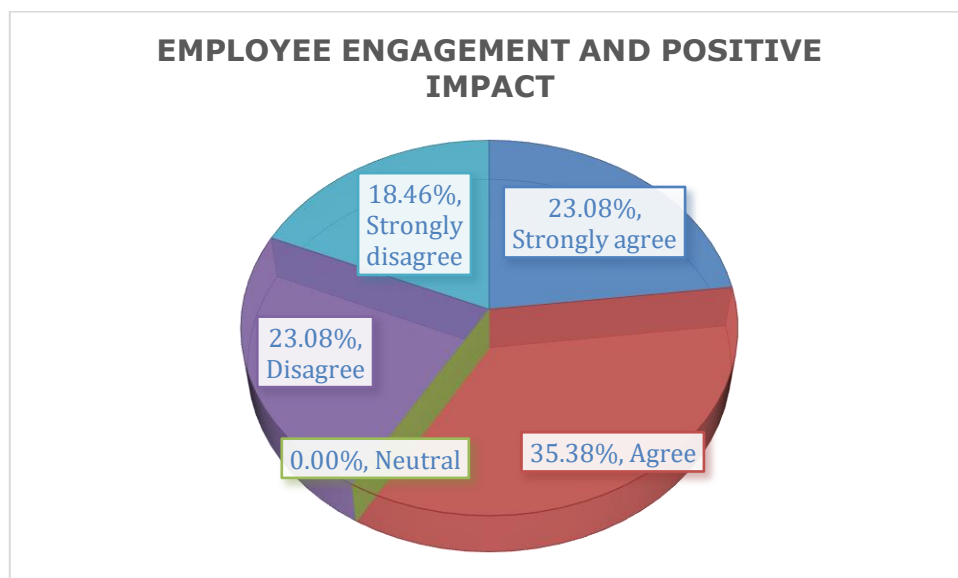


Fig 32: Employee engagement and positive impact

When examined, it was found that shows 18.46% of employees strongly agree and 35.38% agree that employee engagement makes them to enjoy a positive working relationship with the employer. It is observed that employee engagement is a continuous long-lasting process whereby if employees are fully motivated it will contribute to achieve organizational success (Schaufeli and Bakker, 2010).

5.5.1.1 CHI-SQUARE TEST

Further, a chi-square test was performed to understand if there is a connection between employee engagement and positive impact on relationship with employer.

| Observed Frequencies (O) | Agree | Disagree | Total | Expected frequencies (E) | Agree | Disagree | Total |
|---|--------------|-----------------|--------------|----------------------------------|--------------|-----------------|--------------|
| Employee engagement is beneficial | 64 | 6 | 70 | Use of flexible working | 52.89 | 17.11 | 70 |
| Positive impact on relationship with employer | 38 | 27 | 65 | Employee - employer relationship | 49.11 | 15.89 | 65 |
| TOTAL | 102 | 33 | 135 | TOTAL | 102 | 33 | 135 |

Table 1: Chi-squared test for employee engagement and positive impact on relationship with employer

The degree of freedom (df) = $(R - 1) \times (C - 1) = 1$. Therefore, the critical chi-square value for degree of freedom 1 is 3.84. The performed CHITEST must be greater than 3.84 where $p \leq 0.05$. Here, the performed CHITEST is 8.45 and is greater than 3.84, which indicates that there is a connection between employee engagement and positive impact on commitment.

5.5.2 EMPLOYEE ENGAGEMENT AND COMMITMENT TOWARDS WORK

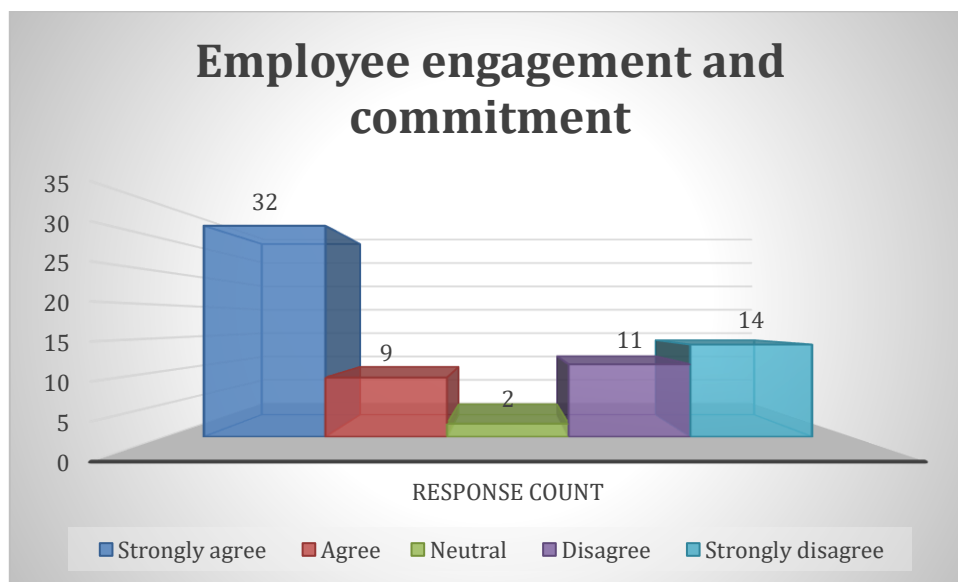


Fig 33: Employee engagement and commitment

It is observed that out of 68 respondents, 32 employees strongly agree, and 9 employees agree that positive employee engagement can increase the commitment towards work.

5.5.2.1 CHI-SQUARE TEST

Further, a chi-square test was performed to understand if there is a connection between employee engagement and commitment.

| Observed Frequencies (O) | Agree | Disagree | Total | Expected frequencies (E) | Agree | Disagree | Total |
|-----------------------------------|--------------|-----------------|--------------|-----------------------------------|--------------|-----------------|--------------|
| Employee engagement is beneficial | 64 | 6 | 70 | Employee engagement is beneficial | 54 | 16 | 70 |
| Impact on commitment | 41 | 25 | 66 | Impact on commitment | 51 | 15 | 66 |
| TOTAL | 105 | 31 | 136 | TOTAL | 105 | 31 | 136 |

Table 2: Chi-squared test for employee engagement and positive impact on commitment

The degree of freedom (df) = $(R - 1) \times (C - 1) = 1$. Therefore, the critical chi-square value for degree of freedom 1 is 3.84. The performed CHITEST must be greater than 3.84 where $p \leq 0.05$. Here, the performed CHITEST is 4.66 and is greater than 3.84, which indicates that there is a connection between employee engagement and positive impact on commitment.

5.5.3 EMPLOYEE ENGAGEMENT AND BETTER PHYSICAL AND MENTAL HEALTH

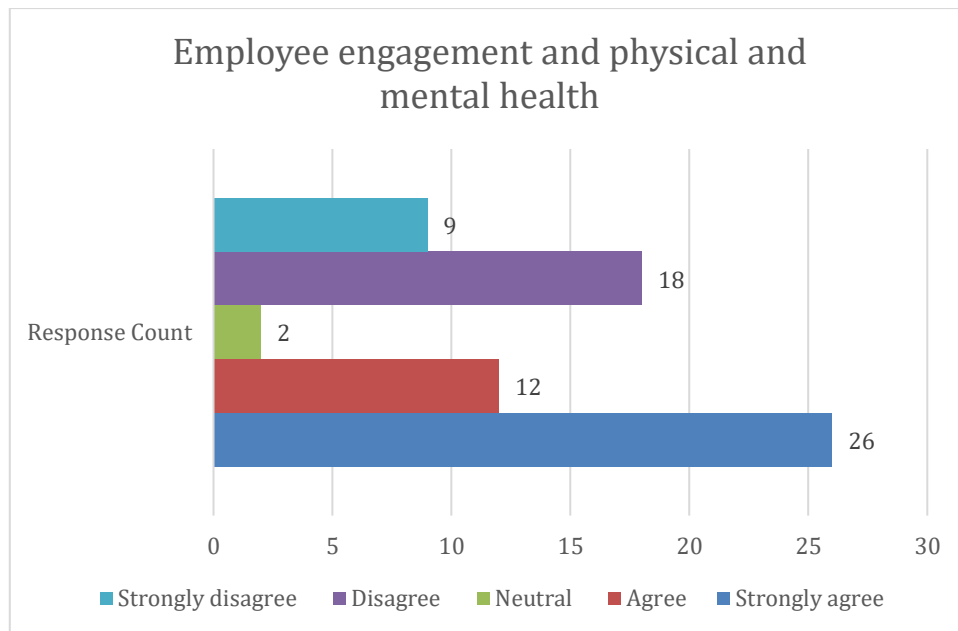


Fig: 34. Employee engagement and better physical and mental health

It was observed that 38 employees out of 67 respondents agree (26 strongly agree and 12 agree), and 27 employees disagree (18 disagree and 9 strongly disagree) that employee engagement makes them to enjoy a better physical and mental health. A study conducted by Schaufeli, Taris and Van Rhenen (2008), identifies that engaged employees are much happier than disengaged employees and that they were healthier as well.

5.5.7.1 CHI-SQUARE TEST

Further, a chi-square test was performed to understand if there is a connection between employee engagement and better physical and mental health.

| Observed Frequencies (O) | Agree | Disagree | Total | Expected frequencies (E) | Agree | Disagree | Total |
|------------------------------------|--------------|-----------------|--------------|------------------------------------|--------------|-----------------|--------------|
| Employee engagement is beneficial | 64 | 6 | 70 | Employee engagement is beneficial | 53 | 17 | 70 |
| Better physical and mental health. | 38 | 27 | 65 | Better physical and mental health. | 49 | 16 | 65 |
| TOTAL | 102 | 33 | 135 | TOTAL | 102 | 33 | 135 |

Table 3: Chi-squared test for employee engagement and better physical and mental health

The degree of freedom (df) = $(R - 1) \times (C - 1) = 1$. Therefore, the critical chi-square value for degree of freedom 1 is 3.84. The performed CHITEST must be greater than 3.84 where $p \leq 0.05$. Here, the performed CHITEST is 8.45 and is greater than 3.84, which indicates that there is a connection between employee engagement and better physical and mental health.

5.5.8 EMPLOYEE ENGAGEMENT AND JOB SATISFACTION TOWARDS WORK

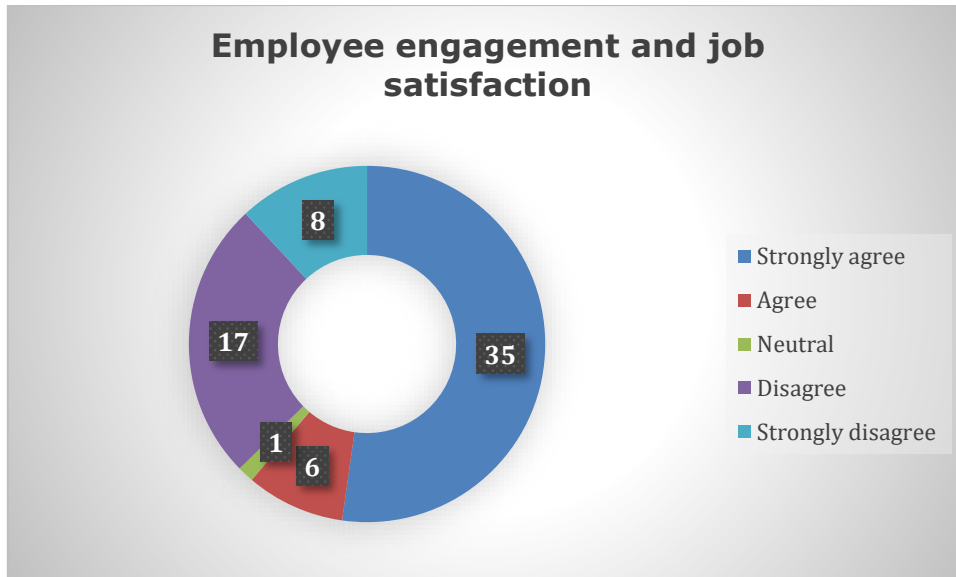


Fig: 35. Employee engagement and job satisfaction towards work

From the above figure, it was observed that 41 employees (35 strongly agree and 8 agree) out of 67 respondents agrees that employee engagement makes them more satisfied towards work.

5.5.8.1 CHI-SQUARE TEST

Further, a chi-square test was performed to understand if there is a connection between employee engagement and job satisfaction towards work.

| Observed Frequencies (O) | Agree | Disagree | Total | Expected frequencies (E) | Agree | Disagree | Total |
|-----------------------------------|--------------|-----------------|--------------|-----------------------------------|--------------|-----------------|--------------|
| Employee engagement is beneficial | 64 | 6 | 70 | Employee engagement is beneficial | 54 | 16 | 70 |
| Job satisfaction towards work | 41 | 25 | 66 | Impact on commitment | 51 | 15 | 66 |
| TOTAL | 105 | 31 | 136 | TOTAL | 105 | 31 | 136 |

Table 4: Chi-squared test for employee engagement and job satisfaction towards work.

The degree of freedom (df) = $(R - 1) \times (C - 1) = 1$. Therefore, the critical chi-square value for degree of freedom 1 is 3.84. The performed CHITEST must be greater than 3.84 where $p \leq 0.05$. Here, the performed CHITEST is 4.66 and is greater than 3.84, which indicates that there is a connection between employee engagement and job satisfaction towards work.

5.5.9 EMPLOYEE ENGAGEMENT AND MOTIVATION TOWARDS WORK

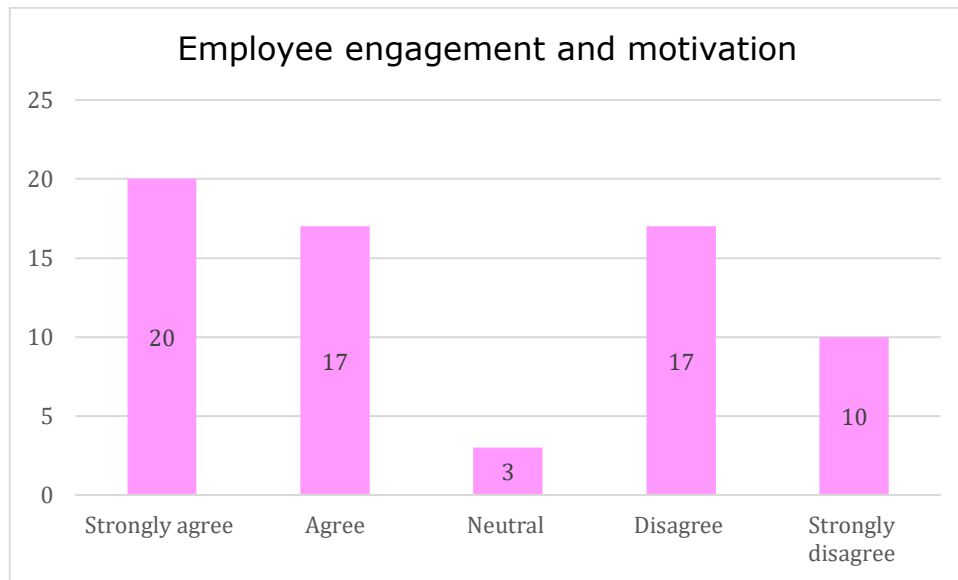


Fig: 36. Employee engagement and motivation towards work

When surveyed, most respondents (20 strongly agree and 17 agrees out of 67 responses received) that employee engagement increases motivation towards work.

5.5.9.1 CHI-SQUARE TEST

Further, a chi-square test was performed to understand if there is a connection between employee engagement and motivation towards work.

| Observed Frequencies (O) | Agree | Disagree | Total | Expected frequencies (E) | Agree | Disagree | Total |
|-----------------------------------|--------------|-----------------|--------------|-----------------------------------|--------------|-----------------|--------------|
| Employee engagement is beneficial | 64 | 6 | 70 | Employee engagement is beneficial | 53 | 17 | 70 |
| Motivation towards work | 37 | 27 | 64 | Motivation towards work | 48 | 16 | 64 |
| TOTAL | 101 | 33 | 134 | TOTAL | 101 | 33 | 134 |

Table 5: Chi-squared test for employee engagement and motivation towards work.

The degree of freedom (df) = $(R - 1) \times (C - 1) = 1$. Therefore, the critical chi-square value for degree of freedom 1 is 3.84. The performed CHITEST must be greater than 3.84 where $p \leq 0.05$. Here, the performed CHITEST is 6.44 and is greater than 3.84, which indicates that there is a connection between employee engagement and motivation towards work.

5.5.10 EMPLOYEE ENGAGEMENT AND PRODUCTIVITY

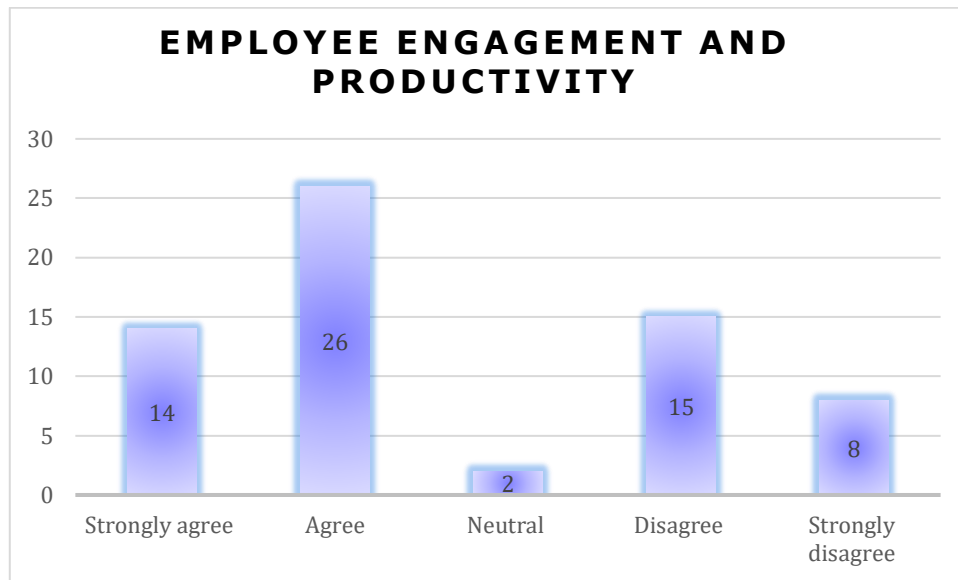


Fig: 37. Employee engagement and productivity

When surveyed, most respondents (14 strongly agree and 26 agrees out of 65 responses received) agreed that employee engagement increases productivity.

5.5.10.1 CHI-SQUARE TEST

Further, a chi-square test was performed to understand if there is a connection between employee engagement and productivity.

| Observed Frequencies (O) | Agree | Disagree | Total | Expected frequencies (E) | Agree | Disagree | Total |
|-----------------------------------|--------------|-----------------|--------------|-----------------------------------|--------------|-----------------|--------------|
| Employee engagement is beneficial | 64 | 6 | 70 | Employee engagement is beneficial | 55 | 15 | 70 |
| Productivity | 40 | 23 | 63 | Productivity | 49 | 14 | 63 |
| TOTAL | 104 | 29 | 133 | TOTAL | 104 | 29 | 133 |

Table 6: Chi-squared test for employee engagement and productivity

The degree of freedom (df) = $(R - 1) \times (C - 1) = 1$. Therefore, the critical chi-square value for degree of freedom 1 is 3.84. The performed CHITEST must be greater than 3.84 where $p \leq 0.05$. Here, the performed CHITEST is 9.78 and is greater than 3.84, which indicates that there is a connection between employee engagement and work productivity.

5.5.11 TRAINING AND DEVELOPMENT

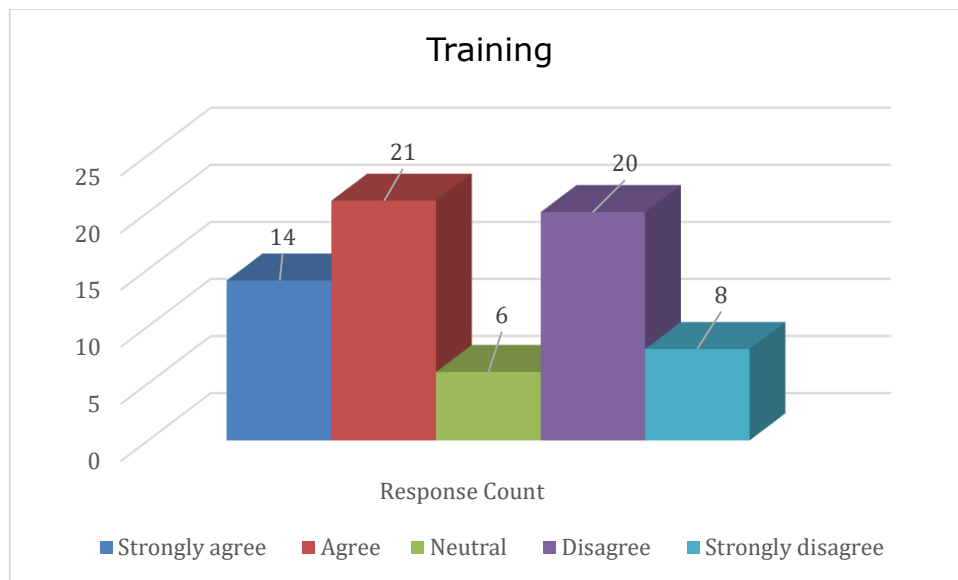


Fig: 38. Training to do the job

When asked if employees have received correct training to do the job, the majority of the employees (14 employees strongly agreed and 21 employees agreed) advised that they have received appropriate training to carry out the job.

5.5.12 COMMUNICATION

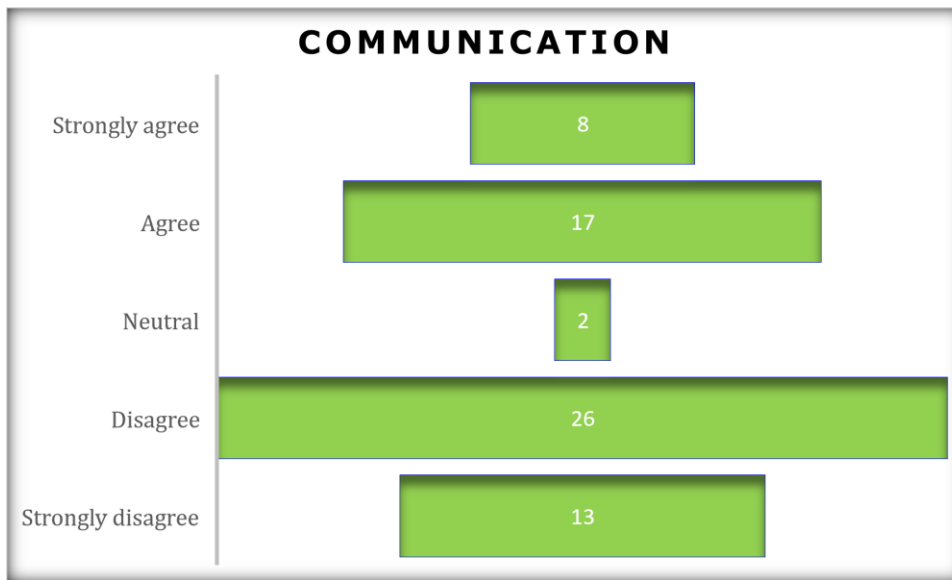


Fig: 39. Communication to do the job

From the figure, it was inferred that 26 employees disagree, and 13 employees strongly disagree that they did not receive the information and communication needed to do their job.

5.5.13 PAY AND BENEFITS

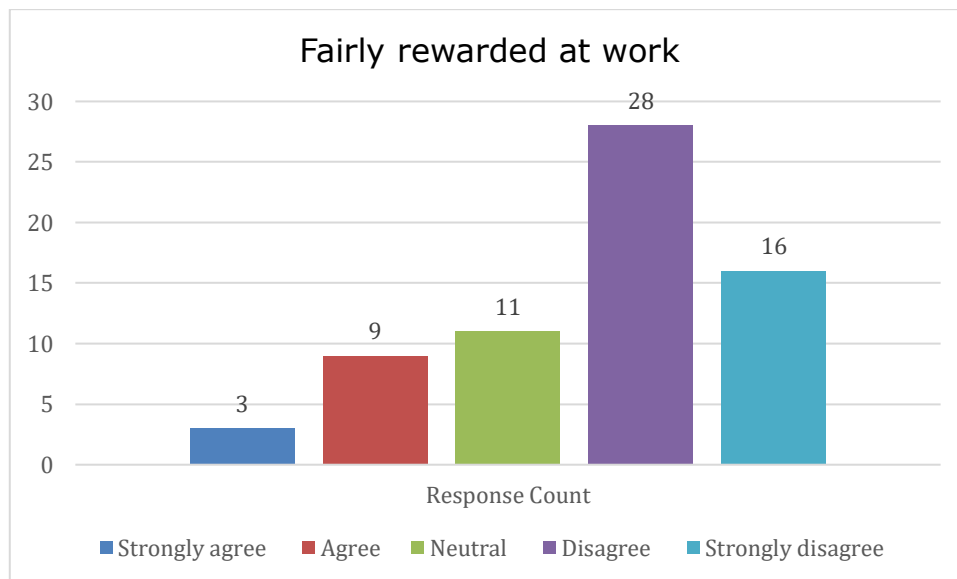


Fig: 40. Fairly rewarded at work

The findings from this question suggest that 28 employees disagree, and 16 employees strongly disagree that they are fairly rewarded for their efforts at work.

5.5.14 RECOGNITION

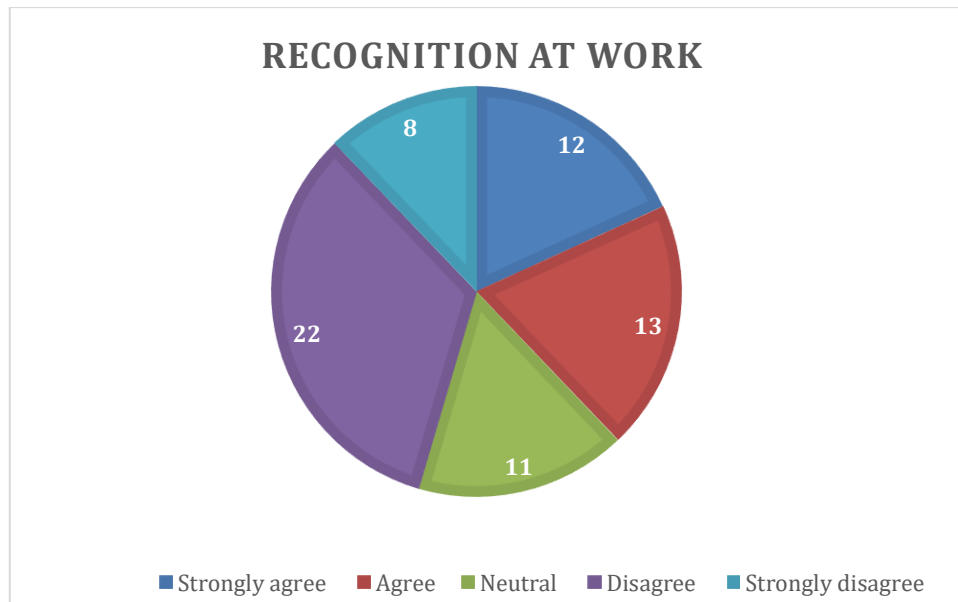


Fig: 41. Recognition at work

When surveyed, most of the respondents, 30 employees disagreed (22 disagree and 8 strongly disagreed) that they are recognized at work.

5.5.15 GOOD QUALITY LINE MANAGEMENT

5.5.15.1 SUPPORT FROM MANAGER

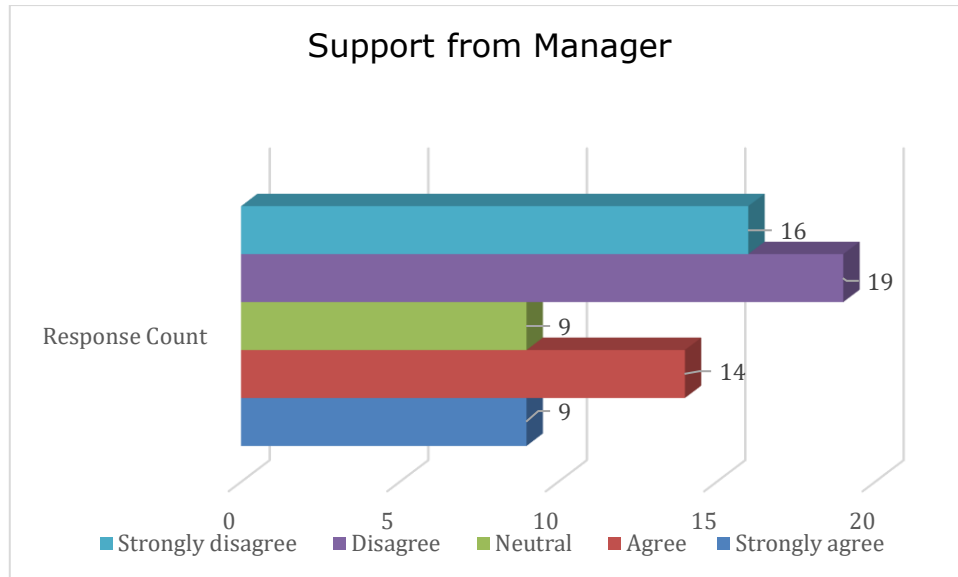


Fig: 42. Support from manager

It was observed that 16 employees strongly disagree, and 19 employees disagree that the support they received from their line manager was poor. Only 23 employees (9 strongly agree and 14 agree) that they have been supported by their manager.

5.5.15.2 RELATIONSHIP WITH MANAGER

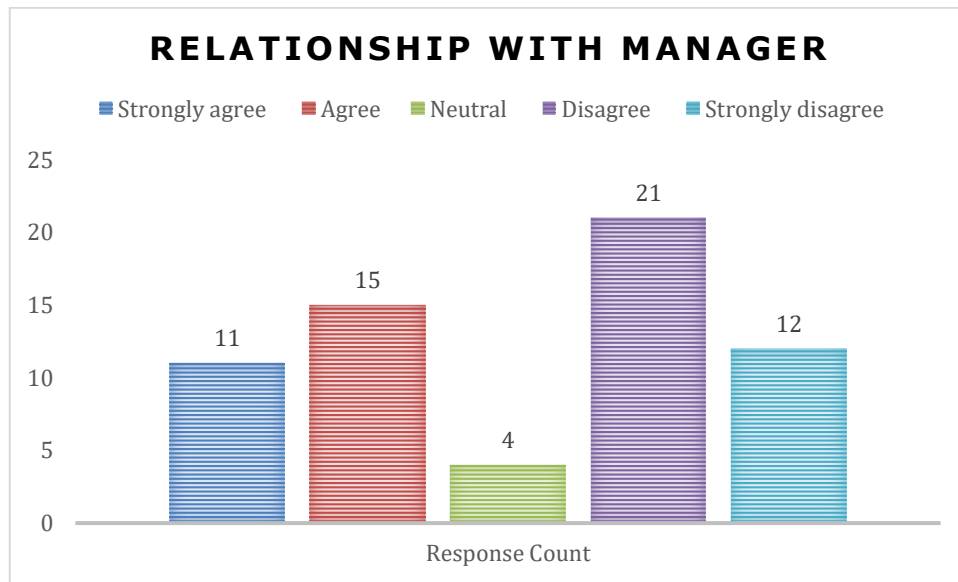


Fig: 43. Relationship with manager

The figure shows the response rate in relation to having good relationship with respondent's line manager. 21 employees disagree and 12 employees strongly disagree that they did have a good relationship with their manager.

5.6. SUMMARY OF CHI-SQUARED TEST

| Variables used for performing Chi-square test | Performed Chi-squared value | Whether the performed Chi-squared value is significant at null hypothesis |
|---|------------------------------------|--|
| Employee engagement and positive impact on relationship with employer | 8.45 | Significant as the CHITEST value was greater than 3.84. |
| Employee engagement and commitment | 4.66 | Significant as the CHITEST value was greater than 3.84. |
| Employee engagement and better physical and mental health | 8.45 | Significant as the CHITEST value was greater than 3.84. |
| Employee engagement and job satisfaction towards work. | 4.66 | Significant as the CHITEST value was greater than 3.84. |
| Employee engagement and motivation towards work | 6.44 | Significant as the CHITEST value was greater than 3.84. |
| Employee engagement and productivity | 9.78 | Significant as the CHITEST value was greater than 3.84. |

Table 7: Summary of Chi-squared analysis

From the Chi-test analysis conducted, it can be concluded that employee engagement has a positive impact on employee-employer relationship, making employees more committed, loyal, satisfied, and engaged towards work. A significant relationship was also found between employee engagement, employees' productivity, and employees physical and mental health.

The above relationship can be substantiated by reviewing the below survey results as well.

5.6.1 POSITIVE PSYCHOLOGICAL CONTRACT AND EMPLOYEE ENGAGEMENT TOWARDS WORK

The employees were asked the extent to which they agree that a positive psychological contract can increase employee engagement towards work. Out of 65 responses received, 37 employees agreed (23 strongly agree and 14 agree) that positive psychological contract can increase employee engagement towards work.

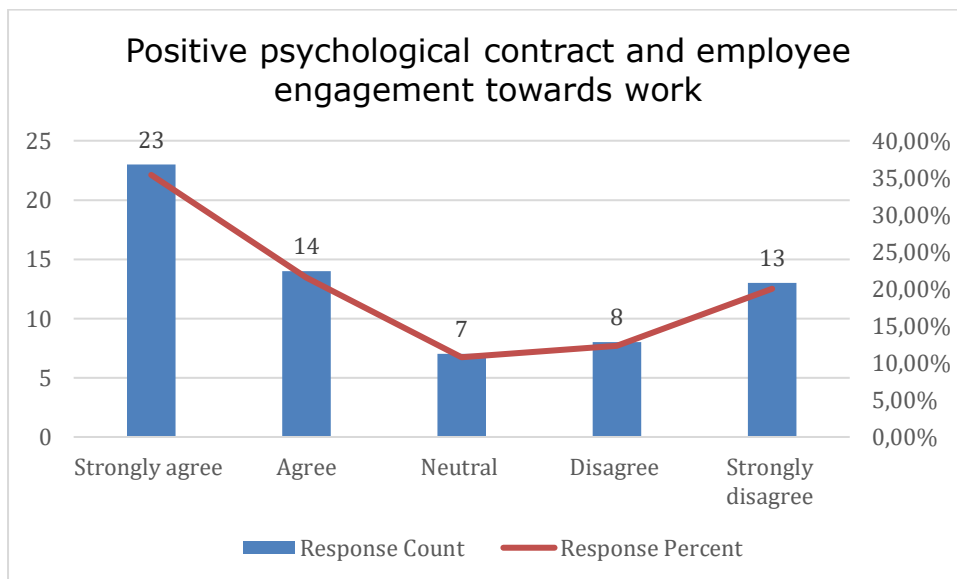


Fig: 44. Positive psychological contract and employee engagement towards work

In general, it can be concluded that organization with employee engagement is more likely to build a positive psychological contract with employees.

5.6.2 TOP DRIVERS OF EMPLOYEE ENGAGEMENT

Further employees were asked the top drivers of employee engagement and the responses are included in the below chart.

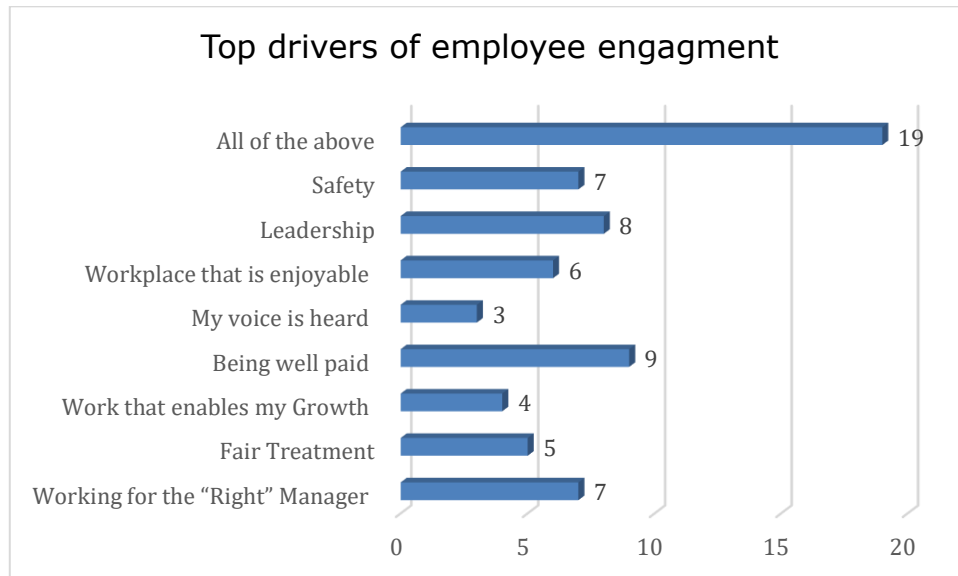


Fig: 45. Top drivers of employee engagement

From the survey, it has been identified that 19 employees (which is the highest response received) stated that the drivers of employee engagement include safety, leadership, good work environment, employee voice, pay, career growth, fair treatment and working for the right manager. The order of top drivers from the survey is as follows: being well paid, leadership, safety, working for the right manager, workplace is enjoyable, fair treatment, enables career growth, employee voice is heard.

5.7 EMPLOYEE ENGAGEMENT AND RETENTION

5.7.1 EMPLOYEES CONSIDERING LEAVING OIL AND GAS INDUSTRY IF ALL OTHER CONDITIONS ARE EQUAL

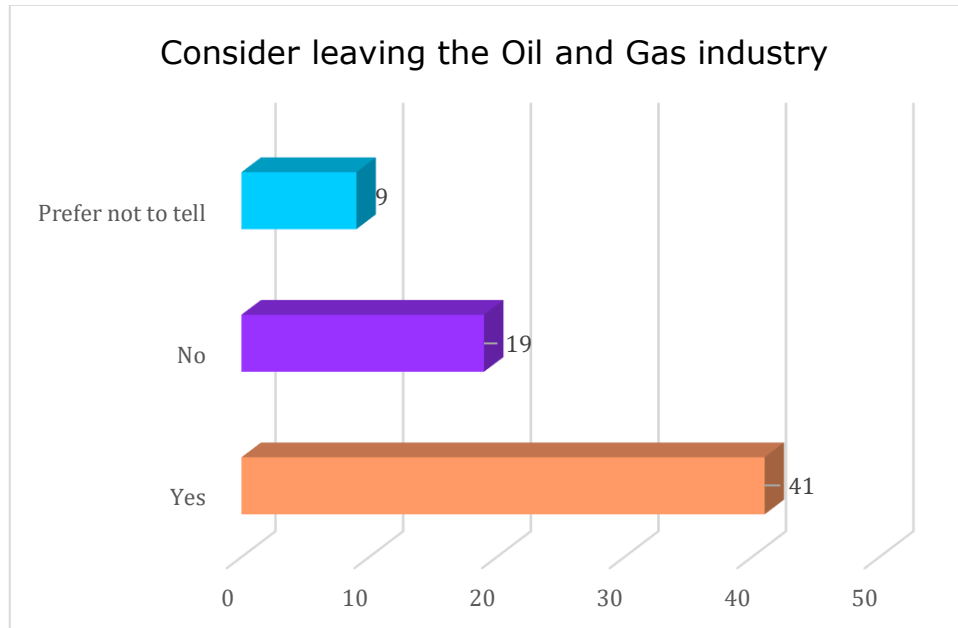


Fig: 46. Consider leaving the Oil and Gas industry

Employees were asked if they would consider leaving the Oil and Gas industry if all other conditions are equal. 41 responses (contributing to 59.42%) stated that they would consider leaving the Oil and Gas industry. Further, the researcher explored the main reason for moving to a job outside of Oil and Gas industry and the responses are included in the below section.

5.7.2 MAIN REASON FOR MOVING TO A JOB OUTSIDE OF OIL AND GAS INDUSTRY

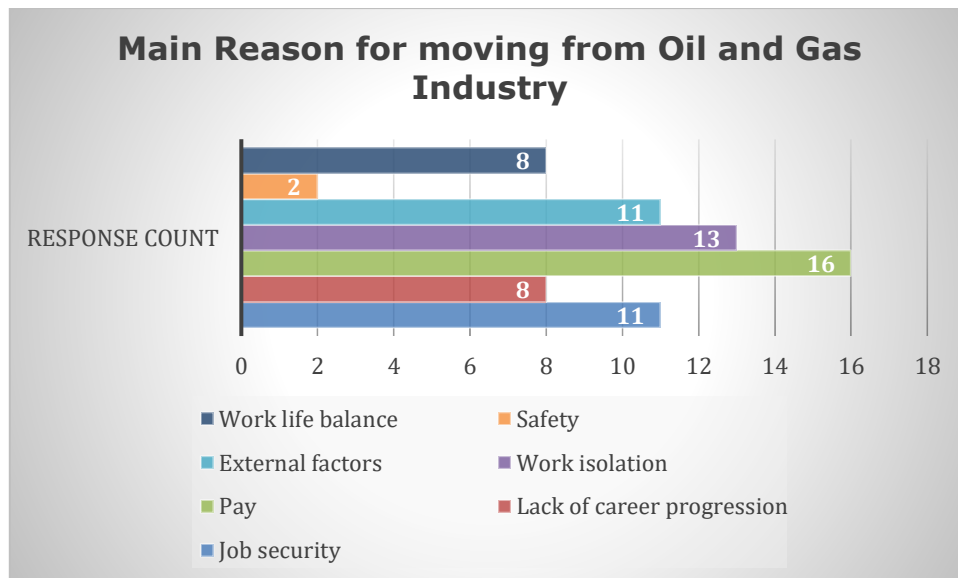


Fig: 47. Main reason for moving from Oil and Gas industry

Following the previous question, participants were asked the main reason for moving from Oil and Gas industry. The above figure indicate that 16 responses were received stating that pay is the main reason for respondents to move from Oil and Gas industry. This is followed by work isolation (13 responses), job security and external factors (where 11 responses were received) followed by work life balance and lack of career progression (8 responses each). The final factor participants consider moving from Oil and Gas industry is safety for which only 2 responses were received.

CHAPTER6: DISCUSSION - ANALYSIS

6.0 INTRODUCTION

This chapter includes the analysis of data by understanding the relationship between variables and its association (Anderson, 2008). The focus of the chapter was to review the findings of the research and then discuss and understand the data collected by the qualitative and quantitative methods, with the aim to explore the management and experience of employee engagement amongst offshore remote employees. The analysis will be carried out with respect to the aim and objectives of the study as well as the research questions to satisfy the objectives.

From the analysis of the literature review and the findings the researcher conducted on employee engagement, it was evident that employee engagement plays an important factor in determining employee's decision to stay with the organization which in turn build a positive relationship between employee and employer.

6.1 EVALUATING RESEARCH OBJECTIVES

The research is based on using both the qualitative methodology using interviews and quantitative approach through questionnaire survey which involves data triangulation. The main purpose of using mixed methods was to ensure that any drawbacks from using individual methods are balanced as studies have concluded that mixed method could offer greater support for the theoretical conclusion (Gov.UK, 2022).

The researcher would also like to mention that the results of the qualitative and quantitative data analysis include the following sections which are mentioned in chapter 5 of the thesis.

- Descriptive demographic statistics
- Thematic analysis of the qualitative data collected from interviews with offshore employees and senior leaders, which aimed at examining employee engagement from an individual's and organizational perspective.
- Bivariate analyses of each survey item on employee engagement to determine the state of psychological contract in employee engagement. This is analyzed using Chi-square test.

6.2 RESEARCH OBJECTIVE 1 - TO EXAMINE THE CONCEPT OF EMPLOYEE ENGAGEMENT USING KNOWN THEORIES.

6.2.1 EMPLOYEE ENGAGEMENT

Having established the theoretical definition of employee engagement in the literature review, the researcher evaluated its concept and effectiveness in the Oil and Gas industry.

As the researcher explained in the previous section of the research, the data were gathered through semi-structured interviews and online questionnaire. This strategy by collecting data through both semi-structured interviews and questionnaire positively helped the research to understand the concept of employee engagement from both an individual's and organizational perspective.

The concept of employee engagement is wide, and it is seen from the literature review that there are different conflicting definitions of employee engagement. This shows the variety of contexts in which employee engagement may be perceived under different circumstances.

Upon reviewing various literature about employee engagement, the researcher was particularly attracted to the analysis made Ulrich in 1996 that *"Employee's contributions are critical because in trying to produce more output with less employee input, companies have no choice but to try to engage not only the body, but also the mind and the soul of every employee"* (Ulrich, 1997, p.125). This is very important and true when reviewing the concept of employee engagement.

When asked the employees if they find their work engaging, out of 67 respondents, 42 advised that they do not think that their work is engaging. Also, it was found that out of 70 respondents, 64 of the respondents find employee engagement as beneficial. Further it was found that positive employee engagement (22 responses) is the most common factor that motivates employees to perform their work better. The senior leaders had the same opinion when asked about what motivates employees to perform their work better. The reason for this was understood from a senior leader's comment that *"employee engagement is not formally needed to carry out any job, but it is the sign that is linked with discretionary efforts whereby the employees exercise trust, commitment and thus goes above and beyond to carry out their job"*.

Further both employees and senior leaders were asked how they define employee engagement, the responses received were consistent with the theoretical definitions the researcher have identified. The themes emerged from defining employee engagement is illustrated in figure 48.

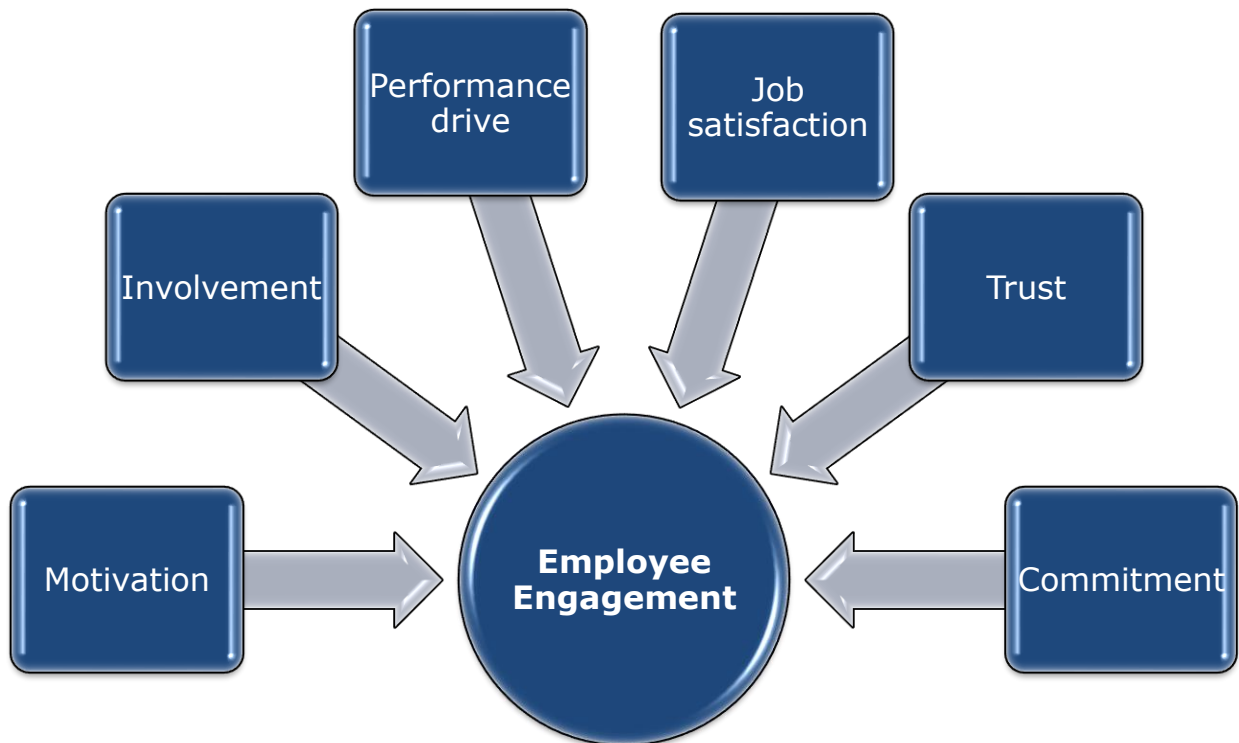


Fig: 48. Themes emerged from defining employee engagement

Source: Researcher

Various studies support the above responses from both employees and senior leaders which are included below:

- Sundaray, 2011, p.53 defines employee engagement as “*the level of commitment and involvement of an employee towards the organization and its values*”.
- Schaufeli, Salanova, Gonzalez-Roma and Bakker, (2002, p. 74), defined employee engagement “*as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and*

absorption". When the term vigor is reviewed it can be compared with the levels of energy associated with an individual who is willing to offer into their work for long term organizational objectives which are associated with an individual's enthusiasm in their job, their happiness and satisfaction (Bakker, 2011).

- Khan (1990) also discussed the importance of employee engagement and to achieve organization's goals and objectives, an engaged employee is happy to invest their time and energy. This is further supported by Rothmann and Rothmann in 2010 where it is stated that having an engaged workforce can improve levels of productivity, job satisfaction, motivation, commitment, and reduce turnover rates (Rothmann and Rothmann, 2010).
- The participants stated that if employees were engaged, they would go extra mile. This is supported by Dibben, et al, (2011), who explains that employees that are engaged are committed about their work, and it would mean that they will go beyond the requirements of the job.

Therefore, to examine if the above have influenced employer's decision to offer and improve employee engagement, the researcher asked the senior leaders, what motivates them to offer employee engagement.

The responses derived from this question can be categorized into the following elements:

- Discretionary efforts that the employees put in.
- Positive attitude.

The major theme emerged here was about discretionary efforts. The similar response was also noticed from the response received from employees when asked the benefits about employee engagement. Leaders have also indicated that the organization would benefit from the discretionary efforts that the employees generate when performing their work which provides multiple benefits to the organization. When employees are valued, heard and if that have an impact, then they are engaged. Then they have loyalty, loyal to the organization and it is often seen that this discretionary effort comes from the engagement and loyalty consisting of employees giving more than that of 100% of their efforts to their job who goes above and beyond. The individual that provides the discretionary effort is the one that move the needle with the organization, meet their goals for, turn a corner in the business and more. The responses received from senior leaders validate this as one of the leaders stated that *employee engagement is the sign that is linked with discretionary efforts which is not formally required as part of the job, but a form of psychological contract between the employee and the employer.*

All the above strongly indicate that there is a reciprocal relationship between an individual's mindsets – what an individual love to do (want to do) versus the individual's mindset of have to complete their tasks.

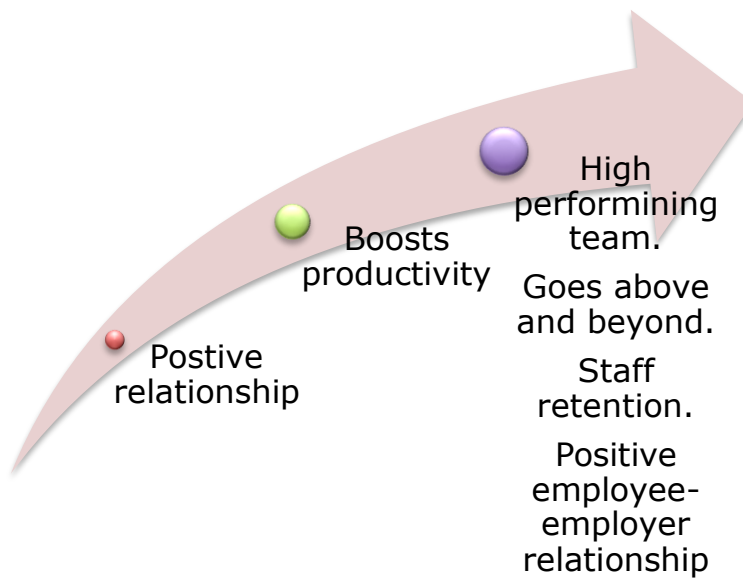


Fig: 49. Demonstration of employee engagement – when individual “want to do”

Source: Researcher

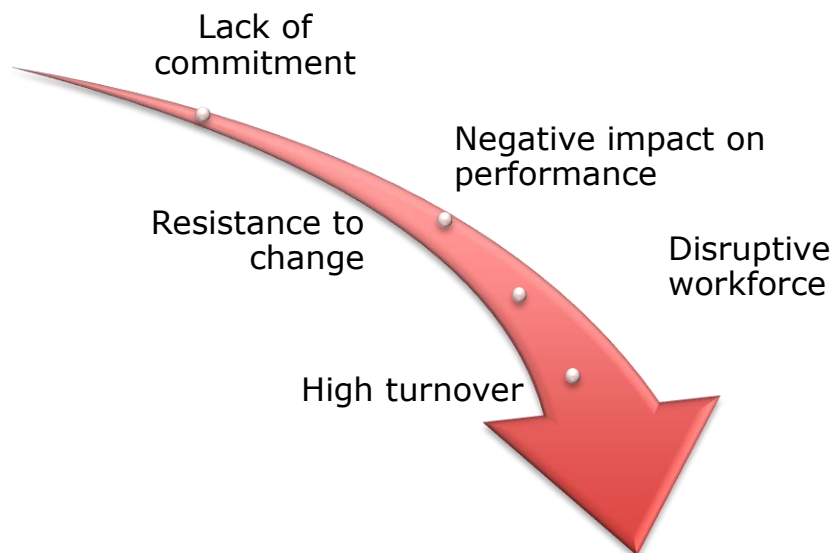


Fig: 50. Demonstration of employee engagement – when individual “have to do”

Source: Researcher

The above leads to the next element derived by asking the question to the senior leaders what motivates them to offer employee engagement. One of the leaders commented that the *"employee engagement ensures a happy workforce where they will have a sense of belongings as employee engagement brings positive attitude which drives energy, enthusiasm, excitement, and friendly to everybody and does their work"*. The above is supported by Ajzen (1985), as cited by Allameh, Shahriari and Mansoori (2012, p.386) that, *"an individual is more likely to undertake certain behavior if he/she has a positive attitude toward undertaking the behavior"*. This will in turn result in higher loyalty, performance, and commitment among the employees.

Further when the employees were asked to define employee engagement, one of the employees stated that *"employee engagement forms a significant part that makes them enjoy a better physical and mental health and reduces stress"*. In illustrating the above points, Gatenby, et al, (2008, p.3) stated that, *"employee engagement is high when an employee presents themselves positively and is willing to contribute intellectual effort and experience positive emotions and meaningful connections to others"*. This is alike Bakker, et al, (2008, p.74), who stated that employee engagement is *"the positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption"*.

The above findings correspond with the literature and thus through analyzing the qualitative and quantitative data and referring it back to the literature review, it is observed that engaged employees will exert their

extra energy and go that extra mile to get the work done as they feel they are valued within the organization.

This definition can be supported by various academic literatures by Stander and Rothmann, 2010 and AbuKhalief and Som 2013, where there are generally three components of employee engagement physical, cognitive, and emotional. This can be related to the study carried out by CIPD (2021) who created a benchmark for employee engagement which includes three dimensions for employee engagement (as per figure 51) associated with employee's involvement which is the emotional engagement, focus which is cognitive engagement and willing to 'go the extra mile' which is the physical engagement.

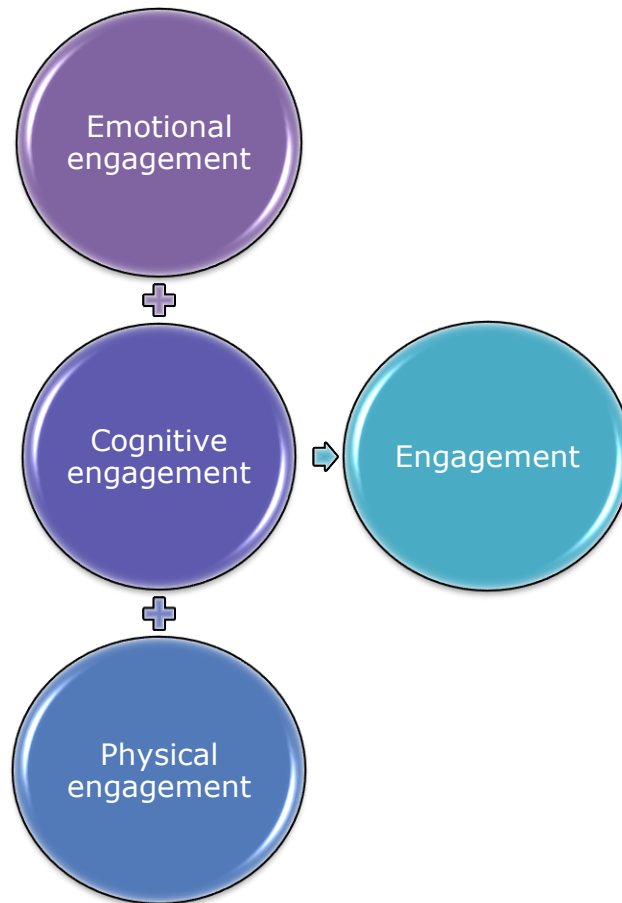


Fig: 51. Three dimensions of employee engagement

Source: CIPD (2021)

Through the above questions to the employees and the senior leaders, the first objective of the research which is to examine the concept of employee engagement is satisfied.

6.3 RESEARCH OBJECTIVE 2 - TO EXAMINE OFFSHORE EMPLOYEES' AND ORGANIZATIONS PERCEPTIONS OF EMPLOYEE ENGAGEMENT

6.3.1 PERCEPTION OF EMPLOYEE ENGAGEMENT

It is important to notice that from the literature review it has been identified that employee's dedication is a key element that drives employee engagement in order to achieve organization's mission and vision and to deliver its goals. At the same time, the ability, and the power of the

organization to achieve its objective hugely depends on the efficiency of the organization to deliver its employee engagement program. Therefore, to understand the rationale for organization to consider employee engagement as a key element, the senior leaders and the individuals were asked why employee engagement is important.

6.3.1.1 IMPORTANCE OF EMPLOYEE ENGAGEMENT

It was interesting to notice that one of the senior leaders commented that *“employee engagement is a thriving non-financial benefit that will have a serious impact on offshore employees who works in isolation”*. The leader advised that *“low employee engagement leads to many issues including impact in productivity, efficiency, disengagement etc., however, it could also result in employee relation issues including conducting disciplinary process. The leader gave an example where an employee violated a procedure which could have an impact on safety. The disciplinary process was followed which revealed that employee was disengaged and as a result subject to creating mistakes”*. Grant (2021) stated that disengaged employees have high rate of absenteeism and are less likely to be proactive who leave their jobs after shorter periods and likely to get injured on the job. Further Grant (2021) stated that disengaged employees have 64% more accidents than employees who are engaged with their job. Hence it is vital to make sure that the offshore employees are engaged to avoid any safety issues similar to Piper Alpha incident which the researcher indicated in the literature review.

It should be noted here that offshore industry is safety critical, and any mistakes could result in serious repercussions. Similar responses were received from employees when they were asked if they feel isolated from work colleagues when working remotely offshore. 33 responses received indicated that employees feel that they are isolated from their colleagues when working remotely offshore. Further 26 employees responded that they feel isolated from their company and job in general since working away from the office environment.

Therefore, it is important to notice here that the managers and the organization should provide a personalized approach for offshore remote employees in relation to employee engagement as it is to be acknowledged that offshore remote employees will generate a feeling of disconnect with their colleagues, manager, and the organization itself (Fallon, 2014). Studies have identified that this disconnect is mainly due to the failure to connect, communicate, establish relationship with the colleagues, manager, and the organization (Fried, 2013; Bartel, Wrzesniewski and Wiesenfeld, 2012).

The senior leaders were asked how the organization fosters employee engagement for offshore employees. This question was asked to understand the established practices in place. One of the senior leaders advised that the current level of engagement is low, however the organization is planning to encourage open and two-way communication. Another senior leader commented that they have started many initiatives to reinforce organizational culture and commitment which includes

knowledge sharing, showing employee appreciation and thus creating a sense of belonging for the employees.

Further to collect the information about employee engagement in a wider context, both the senior leaders and employees were asked the factors that have the most impact on employee engagement. It was observed that employee engagement is determined by various factors which provides clarity to both the employees and the organization and having the opportunity to deliver the best (CIPD, 2021).

The result clearly showed that the factors impacting employee engagement relates to both the intellectual and emotional attachment of an employee with the organization. This was observed from the responses received from both senior leaders and employees which are included below:

- The foundation of any business is decided by its employees; however, having an engaged workforce will consistently outperform and set new standards.
- One of the employees commented that wellbeing plays an important factor in the world of employee engagement as employee engagement do not happen suddenly and it will only develop when the organization looks after their employee's wellbeing.
- The other factors indicated by the employees and senior leaders includes employee voice, culture, leadership, career opportunity, reward, communication, recognition, training and development, employee participation, working environment, career growth, trust, incentives, and employee satisfaction.

The above factors can be related to the work carried out by Weerasooriya and De Alwis (2017) who found that employee communication, employee development and image of the organization are substantial to employee engagement. Further Kaliannana and Adjovu (2014) carried out some work who found that a positive relationship exists between employee engagement and organizational success. When reviewing effective leadership and its effectiveness, Ghuman's (2016) study revealed that the feeling of engagement comes the most from effective leadership.

When both the senior leaders and employees were asked why employee engagement is vital, they have indicated that employee engagement plays an important factor in preventing workplace isolation. Further employees have indicated that organization's culture is one of the factors that impacts employee engagement. Here when organization's culture and workplace isolation are observed, it can be seen that there is a connection. Studies conducted by Harrington and Santiago (2015) shows that the organization and its culture is an important factor impacting employee engagement as if the culture of the organization is not empathetic to the remote employees, then the increase in independence and isolation could potentially create a subculture within the organization. Further, it can be stated that workplace isolation as one of the major barriers of remote work. This is supported by the studies carried out by DeGray (2012) and Sutherland (2015) who observed that there is a growing theme among remote workers of having heightened feelings of isolation, disconnection and loneliness from their colleagues and office culture.

Based on the above, the researcher developed a conceptual model in relation to the factors impacting employee engagement.

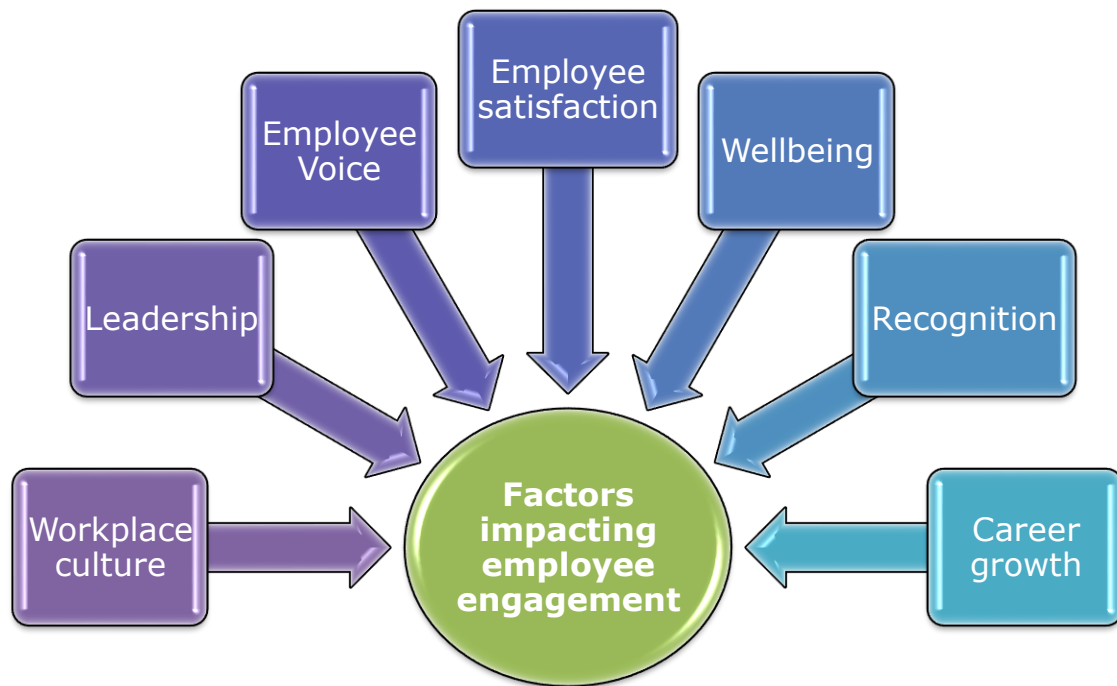


Fig: 52. Conceptual model in relation to the factors impacting employee engagement

Source: Researcher

Employees who are highly engaged at work and committed to their organizational objectives give crucial competitive advantages to the organization which reflects in higher productivity and lower employee turnover rate. Therefore, it is not surprising that organizations are investing significantly in practices that foster engagement and commitment in their workforces. It is important that organizations ask the right questions, in order to get the proper answers, which would ultimately lead to the correct actions plans, and higher engagement levels for their staff.

This second objective concludes that raising and maintaining employee engagement is the responsibility of the organization, but at the same time employees have a huge role to play in delivering the success. Further it is observed that organization should ensure that their employees feel that they are important to the organization success by actively involving them. It can be concluded that organization should focus on areas that can increase the level of employee engagement and this could benefit both the employees and the organization in longer term.

6.4 RESEARCH OBJECTIVE 3 - TO EXAMINE THE INTERRELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND PSYCHOLOGICAL CONTRACT OF EMPLOYEES AND EMPLOYERS.

6.4.1 STATE OF PSYCHOLOGICAL CONTRACT IN EMPLOYEE ENGAGEMENT

In illustrating this point, the researcher asked various questions with the aim to find whether employee engagement generates positive psychological contract between employer and employee. Through this, the researcher satisfied the third objective outlined in the introduction section of this thesis.

Psychological contract is based on the nature of employee-employer relationship. *To what extent do you agree that employee engagement has a positive impact on your relationship with your employer?* This question was asked to the employees and have evaluated the extent to which employee engagement helps to build a positive psychological contract and increases attachment between employer and employee. The result of the

survey shows that most of the employees constituting to 53.4 % agree (18.46% of employees strongly agree and 35.38% agree) that employee engagement makes them to enjoy a positive working relationship with the employer and agreed that employee engagement has a positive impact on their relationship with their employer. The senior leaders have also indicated that employee engagement have a significant role in increasing employee-employer attachment.

As part of the questionnaire survey, the participants were asked about their top drivers of engagement. The options included working for the right manager, fair treatment, growth opportunity, pay, employee voice, positive workplace, leadership, and safety. 19 responses received stated that the drivers of employee engagement include all of these elements. This was also evident from the responses provided by the senior leaders when asked if employee engagement increase the psychological contract between employee and employer. The responses received from the senior leaders were unanimous where they stated that employee engagement is positively linked to psychological contract. One of the senior leaders stated that there are various factors associated with the employee-employer relationship and psychological contract which included good communication, recognition, involvement, relationship with the manager, commitment and motivation from the employees, feedback, involvement, rewards, training and development, trust, future opportunities. Similar responses were also received from employees and their view is that employee engagement

increases positive impact on the relationship with the employer which subsequently increases productivity and commitment.

From the above, it is observed that the organization and the employees agree that a positive psychological contract increases employee's commitment to the organization and work to generate a positive engagement. The survey result is in line with CIPD (2010) findings, where it indicates that when the psychological contract is positive, increased employee commitment and satisfaction will have a positive impact on business performance.

This leads to the next section in this chapter where the researcher examined the elements of psychological contract.

6.4.2 ELEMENTS OF PSYCHOLOGICAL CONTRACT

This section analyses whether maintaining a good employee engagement (in the opinions of the employees and employers) does encourage good – employee-employer relationship and develop positive attitudes to work among employees, with a view to further exploring the strength and validity of claims which are frequently made in the literature review about employee engagement.

Since employee engagement can have a positive impact on the psychological contract, it is necessary to consider the various elements in psychological contract in the context of employee engagement. Out of 65 responses received, 37 employees stated that a positive psychological contract (mutual beliefs, perceptions, and informal obligations between employees and the employer) can increase their employee engagement

towards work. It was indicated in the literature review by Rousseau (1990) that transactional contract is related to financial gain and relational contract is related to motivation, job satisfaction, employee engagement, trust, loyalty, commitment, and stability. Since these non-financial rewards replace financial rewards in the time of economic downturn (Armstrong, 2009), the employees and the senior leaders were asked few questions in relation to motivation, job satisfaction and commitment.

It can be noted that Bakker (et. 2008) stated that most studies have concluded that engagement includes an energy dimension and an identification dimension. They have indicated that

“Engagement as behavior (driving energy in one’s work role) is considered as the manifestation of psychological presence, a particular mental state.

In its turn, management is assumed to produce positive outcomes, both at the individual level (personal growth and development) as well as at the organizational level (performance quality)” (Bakkar, Schaufeli, Leiter, and

Taris (2008, p. 189). This is also supported by the work carried out by Kahn which stated that individual’s mindset has strong impact on employee engagement (Kahn, 1992). Kahn characterized the psychological dimension of engagement as people feeling *“attentive, connected, integrated, and focused on their role performance”* (Kahn, 1992, p. 322). It is also

important to state the work carried out by Robinson (2006) where he noted that individual differences have considerable impact in determining an employee’s prospective level of engagement. In the study carried out by Robinson (2006), he based his opinion on the levels of emotional bonds

created between an employee and the organization. The parameters of the emotional bonds could include different elements of psychological contracts that drives employee engagement.

Macey and Schneider (2008), outline that employee engagement improves the level of employee's commitment, passion, enthusiasm and thus increasing their energy in relation to their work. Similarly, the studies conducted by Cook, (2008), Bakker, Schaufeli, and Howe (2003) also framework some of the key factors that can be achieved through employee engagement. These factors include increase in productivity, job satisfaction, motivation, commitment, passion to the organization. Further a reduction in absenteeism and turnover rates are also observed. This is where the motivational theories put forward by Vroom, Porter, and Lawler (2005) and Mitchell and Mickel (1999) can be linked as positive employee engagement inadvertently forms a strong link to employee self-satisfaction and parameters like retention and absenteeism.

6.4.2.1 COMMITMENT

Out of 68 respondents, 32 employees strongly agree, and 9 employees agree that employee engagement increase their commitment towards work. Employee engagement and commitment are two sides of a coin as when employees become more engaged and passionate about their work, they have a positive mindset which then increases the levels of dedication and commitment to thee work allowing them to go extra mile (CIPD, 2021). According to Ajzen (1985), as cited by Allameh et al, (2012, p.386), "*an individual is more likely to undertake certain behavior if he/she has a*

positive attitude toward undertaking the behavior". Thus, when employees have a positive commitment and outlook on their organization and their work, it creates a high performing team. The study conducted by Vance (2006) on Reaping Business Results at Caterpillar is a perfect example of how the company could benefit from enhancing engagement and commitment.

Reaping Business Results at Caterpillar has generated an impressive results from its employee engagement and commitment initiatives, including USD 8.8 million annual savings from decreased attrition, absenteeism and overtime, a 70% increase in output in less than four months in their Asia Pacific plant and a decrease in the break-even point by almost 50% in units/day, and a decrease in grievances by 80% and further a USD 2 million increase in profit and a 34% increase in highly satisfied customers.

6.4.2.2 WELLBEING

Organization will have engaged workforce when they allow employees to work in a way that best supports their health and wellbeing which is a sign of a healthy organization (Devi, 2009). When asked to the employees if employee engagement makes them to enjoy a better physical and mental health, 38 employees out of 67 respondents agree that employee engagement helps them to have a better wellbeing state. Many studies support how positive wellbeing can generate a positive employee engagement. According to Robinson (2006), emotions can be related to wellbeing and thus a positive employee engagement can be achieved through the involvement of positive emotions. This is where the researcher

would like to quote the research carried out by Roffey Park Institute (RPI) as stated in Kular et.al (2008). Various authors have studied here, and the researcher has included the view of these authors as below:

- *Cooper (1997) indicates that if emotions are properly managed rather than suppressed at work, it can drive trust, loyalty and commitment and great productivity that are gained by individuals, teams, and organizations.*
- *Heimer (1999) argues that innovation, increased profitability, good decision-making, and effective performance are brought about by managed emotions (Holbeche and Springett, 2003).*
- *Other studies have found clear links between work lives in individual health (Crabtree, 2005).*

6.4.2.3 JOB SATISFACTION

From the survey conducted, it is observed that 41 employees (35 strongly agree and 8 agree) out of 67 respondents agrees that employee engagement makes them more satisfied towards work. Job satisfaction helps in satisfying and balancing work. The researcher would like to review job satisfaction and its association with employee engagement. Job satisfaction has been defined as a positive emotional state resulting from the appraisal of one's job (Locke, 1976). According to Towers Perrin (now Towers Watson), employee engagement is considered an affective state that reflects employees' personal satisfaction and a sense of inspiration and affirmation they get from work and being a part of the organization. CIPD (2021) also state that engaged employees also experience increased job

satisfaction and more positive attitudes and emotions generally towards their work, suggesting that enhanced levels of engagement are of benefit to the individual as well as their employer. Balzer et.al (2000) views job satisfaction as *'the feelings and the perceptions a person holds towards her or his job'*. Liden, Wayne, and Sparrow (2000, p.408) likewise assert that *'individuals who feel that their jobs are significant and worthwhile have higher levels of satisfaction compared to those who feel their jobs have little value'*.

The researcher accordingly investigates in this work to understand whether individuals are satisfied with their jobs and if engagement can affect the level of job satisfaction. Furthermore, Smith and Hoy (1992) argue that job satisfaction can lead to cost reduction as it minimizes task errors and reduces absences and turnover. Job satisfaction is proposed as an antecedent of employee engagement. The researcher investigates whether individuals who are satisfied with their jobs find work more interesting and rewarding.

Even though employees state that job satisfaction increases employee engagement, when employees were interviewed, they stated that in their organization job satisfaction is not well-established and employees lack loyalty and commitment. One of the employees related this to an example where offshore working causes some barriers and do not provide full job satisfaction as offshore employees do not get the luxury to take time off for their daughter's 1st day at school, wedding anniversary etc. to accommodate personal life requirements. Frey and Stutzer (2002, p.29)

indicate that *"greater employee wellbeing is associated with better job performance, lower absenteeism, and reduced job turnover, and is therefore of particular interest to firms and other organization"*. In short, employers can achieve greater satisfaction among employees through positive employee engagement. However, within offshore industry due to the nature of work, the work-life balance is poor, impacting wellbeing and this the researcher has identified that there are many unsatisfied employees offshore.

6.4.2.4 MOTIVATION

When the concept of motivation is reviewed, it often arises few questions as below:

- Can an employee be motivated but not engaged?
- Can the opposite occur?

Hence it is important to understand if employee engagement motivates the employees to carry out their job. Taking account of this, the researcher asked the offshore employees if employee engagement increases their motivation towards work. The survey results show that most respondents (20 strongly agree and 17 agrees out of 67 responses received) agree that employee engagement increases their motivation towards work. This is supported by the studies carried out by CIPD (2021) that employee's motivation has a positive effect on employee engagement.

Gomez-Mejia and Balkin (1989, pp. 293 -294) cited that when the employer offers non-financial rewards, it is feasible to attract, retain and motivate sufficient staff regardless of the market trends. On contrary, when the

senior leaders were interviewed, it was found that employees have a higher affinity to financial rewards. This supports Rousseau (1990) argument that the employee's psychological contract contains both relational and transactional elements.

Similarly, the senior leaders were asked the challenges in relation to employee engagement in order to gather any issue they face from the employees in relation to their motivation towards the job. One of the senior leaders stated that *"As I am responsible for 4 different teams across the Globe where it exists cultural and ethical issues and with limited face to face time, I face significant challenges to motivate and engage team members. Further the senior leader stated that at times, it is even a struggle to identify the factors that drive engagement and motivation"*

6.4.2.5 PRODUCTIVITY

Most respondents (14 strongly agree and 26 agrees out of 65 responses received) agreed that they could see an increase in productivity from having high levels of engagement. This survey result can be compared with the research conducted by Murlis and Schubert, (2001), the Hay Group who found that organizations with engaged employees were up to 43% more productive. Further, through the research conducted by Gallup, (2022), it was shown that engaged employees were more productive, customer focused and less likely to leave the organization. This is aligning with the result from the researcher's survey where employee's stated that they could see an increase in productivity by having a positive employee engagement.

It can be noted that the senior leaders have acknowledged that having their employees engaged lowers levels of absenteeism, contributes to higher productivity levels and low attrition rate which in turn creates a positive spin on employee's morale and commitment that work alongside the organization to achieve its goals and objectives. The organization who obtains these benefits, can see an increase in their profitability, and also creates competitive advantage (CIPD, 2022).

6.4.2.6 TRAINING AND DEVELOPMENT

Employees were asked if they receive all the necessary training to aid their development. Overall, results indicated that offshore employees were satisfied with the level of knowledge and training provided by their organization. The organization provided training and information to employees in order to improve their ability of their workforce and also provide training as per safety regulations. Knowledge and skill are essential for improving employees' capabilities and for building self-assurance among customer-contact staff (Thomas and Velthouse, 1990; Melhem, 2003). Training improves the quality of skills, knowledge, and attitudes that lead to employee engagement that helps them to accomplish their tasks, which in turn has been found to lead to the success of the organization (CIPD, 2022).

When interviewed, most of the employees appreciated the importance of knowledge and training and how it would lead to engagement in their jobs. Further, the senior leaders also had the same opinion as they believed that there is a positive relationship between knowledge and training and

employee engagement. Essentially, knowledge and training lead to employee engagement.

6.4.2.7 COMMUNICATION

Employees were asked if they receive the information and communication that is needed to do their job. Overall, results indicated that communication wasn't well established among offshore employees and thus the employees were lacking in loyalty and commitment. The results of this research show that there is a significant relationship between communication and employee engagement, however it is also identified that there is a gap in establishing good communication among offshore employees.

Various studies have shown that increased communication between organization, managers and employees play a vital role in resolving issues, allows employee's concerns and questions are raised and thus establishing a connection between organization and employees. Studies have proven that communication from the top, from managers and colleagues have proven to be beneficial to all (Armstrong, 2012).

Communication and information flow are another important factor that the organization should be considering as it will contribute to creating positive impact on employees in understanding both their tasks and the overall goal of the organization as postulated by Melhem (2003). The same theory is supported by Robinson, Perryman and Hayday (2004) who explained that employee engagement requires a two-way relationship between the employer and the employee which requires continuous nourishment in

order to maintain the high levels of engagement. Thus, meaning that they need work together and communicate with one another.

The results of this study show that regular communication and collaboration is positively related to employee empowerment which subsequently contribute to employee engagement; however, even the senior leaders stated that communication is one of the challenges with employee engagement among offshore employees.

In summary, organization should provide easy methods of communication and clear information among offshore employees that will generate more engagement levels among employees and will avoid problems that can be caused by a lack of clear information (Asgarsani, Duostdar and Rostami 2013). Further emphasis should be given on communication through various channels such as regular meeting with the offshore team, management visit to offshore, ensuring organizational wide objectives are communicated across offshore team.

6.4.2.8 PAY AND BENEFITS

Rewards and incentives are important means for motivating and encouraging employees to improve their performance and their relationship with customers (Melhem, 2003;). The results of this study show that employees are not satisfied with certain types of rewards. 28 employees disagree, and 16 employees strongly disagree that they are fairly rewarded for their efforts at work. The researcher identified through interview with the employees the following reasons for the feedback:

- Management sometimes do not fully recognize employees' efforts. Some employees believed that the incentive system was not fair or transparent enough, and some suggested skillful behavior and collaboration between employee and employer to promote intrinsic rewards.
- In addition, non-monetary rewards, such as recognition by peers are not common.

The organization should understand that reward strategies can be described as management's key lever to creating higher levels of employee commitment and employee engagement (Bratton and Gold, 2007).

6.4.2.9 RECOGNITION

Employees were asked if they feel recognized for their hard work and successes at work. The survey results show that most of the respondents (30 employees) stated that they feel they are not getting enough recognition at work.

Studies have proved that having a culture of recognition is equally important for an organization to drive employee engagement (CIPD, 2022).

Research have shown that high performing teams have a praise to criticism in the ratio of 5:1, meaning they give each other 5 times more positive feedback than criticism. Praising employees keeps them engaged; the feeling of being trusted releases oxytocin in the body, making people more energetic, creative, and reliable, so praise your employees (Deloitte, 2022).

Recognition is another part of the reward package which is simply recognizing the work carried out by the employees and then rewarding

them. AbuKhalief and Mat Som (2013), explain that employees need to know that management recognizes and supports the work they do for the organization. Many employees will expect day to day informal recognition, which is simply praising them on their work daily. Providing them feedback is also beneficial as it will allow them to improve their levels of work (AbuKhalifeh, et al, 2013). This will in turn motivate them to work to the best they can in order for them to contribute to the success of the organization (AbuKhalifeh and Som, 2013).

6.4.2.10 GOOD QUALITY LINE MANAGEMENT

A supervisor is one of the most influential individuals in an employee's work-life (Arakawa and Greenberg, 2007). As a result, the supervisor's ability to influence the development of engagement or disengagement is one of the critical factors that drive the success of the organization (Buckingham and Coffman, 1999). In relation to this, the researcher asked the employees if they receive support from their immediate line manager. 16 employees strongly disagree, and 19 employees disagree that they received support from their line manager. This shows that the employees did not receive adequate support from their line manager. Buckingham and Coffman (1999) observed that "*people leave managers and not companies. If there is a turnover problem, look first to the managers*" (Coffman 1999 p. 33). The supervisor's behavior, practical knowledge, and philosophy affect an employee's perception of the workplace (Kahn, 1990). However, in contrast to all these benefits highlighted above, the survey result

identified that employees do not receive support from their manager nor have a good relationship with their line manager.

A work environment could be perceived as threatening rather than safe if supervisors focus primarily on what employees are doing wrong (Buckingham and Coffman, 1999; Kahn, 1990). When a supervisor does not accentuate the positive behaviors and focuses on what employees do wrong, trust deteriorates within the environment (Arakawa and Greenberg, 2007) and critical levels of motivation for individual employees are affected (Maslow, 1970). Similarly, managers who balance their feedback with an element of care create healthy, and often more productive, work environments (Rhoades and Eisenberger, 2002). Additionally, Zand (1997) states that the degree to which people trust a leader establishes how much access they will give him or her to their knowledge.

Psychological contract is unwritten set of implicitly agreed terms between two parties that is functioning over and above the recognized contract of employment which incorporates both organizational and individual beliefs, obligations, and objectives (CIPD, 2022). The researcher strongly believe that manager is key to building this psychological contract which will enhance trust, boost employee morale, engagement, commitment, and trust. Further, when individuals invest energy into their work roles, they should have higher performance, which relates to an individual's propensity to behave in ways that facilitate the social and psychological context of an organization.

6.4.3 ROLE OF MANAGERS (IMMEDIATE SUPERVISORS) IN EMPLOYEE ENGAGEMENT

It is evident that managers are the first line of management responsible for planning, organizing, directing, and controlling the workers who report to them (CIPD, 2022). CIPD (2022) indicates that engagement levels can vary widely from workplace to workplace and work group to work group depending on the managers' influence on the employees. Shuck and Reio (2011) reviewed several studies and concluded that an employee's direct manager plays an important role in the development of engagement-encouraging cultures. Hence to understand how managers support the offshore employees, the researcher asked the participants the support they receive from the manager and also the relationship with their manager. As explained in the above section under good quality line management, participants responded that they do not receive enough support from their manager and do not exist a good relationship as well.

This is where the researcher would like to review the result versus the study carried out by CIPD in 2018. CIPD (2018) research state that employees should be empowered by their managers and leaders so that they take on more responsibilities, feel more committed, and be more engaged (CIPD 2018). As a result, it is paramount for managers especially the front-line leaders to develop and practice the leadership style that suits them and the situation.

Leadership is the ability to influence people by demonstrating positive personal attributes and behaviors (CIPD, 2020). In a broader sense it is the

ability to influence and shape the followers to agree about what needs to be done and how to do it, develop them and reaching organizational and individual objectives and thus accomplishing shared results (Yukl, 2010).

Leadership has got greater depth and a good leader ensures that they influence and set direction to the followers to meet future challenges.

The leader's focus should be to ensure that their employees are supported and receive all the information in a timely manner and focus on problem-solving. At the same time, in a crisis, leaders need to remember that their behaviors and words can be scrutinized (Armstrong, 2012). Any of their words and actions could be interpreted as a signal. They become role models. The researcher indicated the above about leadership because the researcher has received few negative responses from employees when asked for suggestion for improving employee engagement as described in Appendix 32 and 33. These responses could be employee's perception on how they see things. Here is where a leader's display of optimism, calm, and confidence is a key factor in helping a company navigate through a period of heightened uncertainty. Leader's focus should be to improve mutual trust, open communication where there will be a practice of sharing information which ultimately empower the employees by asking for their suggestions and allowing them to make decisions (Hu et.al, 2016).

6.4.4 PSYCHOLOGICAL CONTRACT AND ECONOMIC IMPACT

The recent economic crisis that started the beginning of 2020 could also have its effect on engagement, and this can be demonstrated in the following question asked to employees as part of interview.

- *Did you notice any issues or decline in employee engagement during Covid, economic crisis?*

Employee's responses are noted below:

- *There was a decline in the level of employee engagement*
- *Communication from the management and the organization was poor where an employee commented that "weak or non-existent communication with workers".*
- *Employees have felt that the empathy shown by the employer towards employees' concerns were not genuine*
- *Lack of acknowledgment (reward or recognition)*
- *It is also interesting to note that few employees commented that their employees were so supportive, paid for hotel isolation and have received COVID bonus during the pandemic. However, in contrast to this other employee have stated that they have not received any incentives.*

It is observed that many factors beyond the supervisor and employee relationship can affect an employee's engagement. The volatile, changing work environment, which brings changes in expectations throughout the company; and employees' feelings (about themselves, their peers, their managers, their workloads, etc.). The researcher believes that the effect of communication on engagement could be increased during the time of economic crisis or corporate downturn, as Dixon (2009) thought that pretending things are OK or keeping silent about the state of the company are big mistakes, instead, recommends that whatever leaders choose to

do, they have to make sure their staff know about it. This is further supported by Brockett (2009) who supports Gill's hypothesis, highlighting that communication could play a key role, especially in times of crisis. He actually challenges the negative effect of economic downturn on engagement in presence of an effective communication strategy and tools, and has referred this through his interview with Rachel Campbell, head of people at KPMG, who noted that "*Recession does not necessarily have to mean reduced engagement – in fact, it can mean that engagement rises if your people see that it is tough outside and that all of us inside the company are standing together*" (Brockett, 2009 p.1), placing a great emphasis on the importance of internal communication during times of crisis.

6.5 RESEARCH OBJECTIVE 4 – TO EXAMINE IF EMPLOYEE ENGAGEMENT CAN ACT AS AN EMPLOYEE RETENTION TOOL IN OIL AND GAS INDUSTRY.

6.5.1 EMPLOYEE ENGAGEMENT AS RETENTION TOOL

CIPD, 2022 indicate that employers are of the general opinion that the benefits of employee engagement are seen to lie in staff retention, employee relations, recruitment, and motivation. Therefore, the researcher examined if employee engagement can act as a retention tool in the Oil and Gas industry and thereby achieved the fourth objective of the study.

When the researcher asked the senior leaders that *can employee engagement act as an effective retention tool*, one of them commented that "*employee engagement has a positive effect on recruitment and retention of employees. By retaining employees, the cost of recruitment, induction,*

and training can be minimized. The leader also advised that in the past 3 years, the organization has spent a huge cost on recruitment activities to backfill the positions due to employee's leaving the organization".

Unfortunately, in the present climate the job market is aggressive and as the labor market is tight, companies are struggling to attract the talented individuals to the organization (CIPD, 2022). Hence it is vital to ensure that employees are not exiting an organization due to poor employee engagement or disengagement. The hidden costs of disengaged employees (CIPD, 2022). When asked about the organizational benefit of employee engagement, they have also mentioned that through employee engagement, organization could benefit from a more motivated, satisfied, productive, engaged and committed workforce thus achieving the business, social and individual needs.

To understand employee's view on whether employee engagement helps them to be attracted and remain with the organization, the researcher asked them the below question: - *All other conditions being equal, would you consider leaving the organization for a better employee engagement?*

59.42% of the employees stated that they would consider moving to a job outside of Oil and Gas industry with 23.19% of the employees stated the main reason for moving to a job outside of Oil and Gas industry is pay (16 responses) followed by work isolation (13 responses). These results substantiate Friends of Earth Scotland survey carried out in 2020.

This survey result can be linked to Bourke and Lombardi (2010) who have stated that employee engagement is associated with customer retention

and highlighted that organizations excelling at employee engagement, are assumed to be on top of others in terms of customer retention, as well as in revenue turn-over per employee.

6.6 RESEARCH OBJECTIVE 5 - EXAMINE AND EXPLORE THE BENEFITS AND CHALLENGES OF EMPLOYEE ENGAGEMENT AMONG OFFSHORE EMPLOYEES IN THE NORTH SEA OIL AND GAS INDUSTRY.

This section analyses the benefits and challenges of remote working among offshore employees.

6.6.1 BENEFITS

By asking the employees *Do you perceive employee engagement as beneficial*, the researcher aims to find out if employees had a positive impression about present employee engagement practices prevailing within the industry. The survey results have showed that majority of the employees 64 respondents indicated that they see employee engagement as beneficial. Further, both the employees and the senior leaders were asked about the benefits of employee engagement and the responses are captured in figure 53.

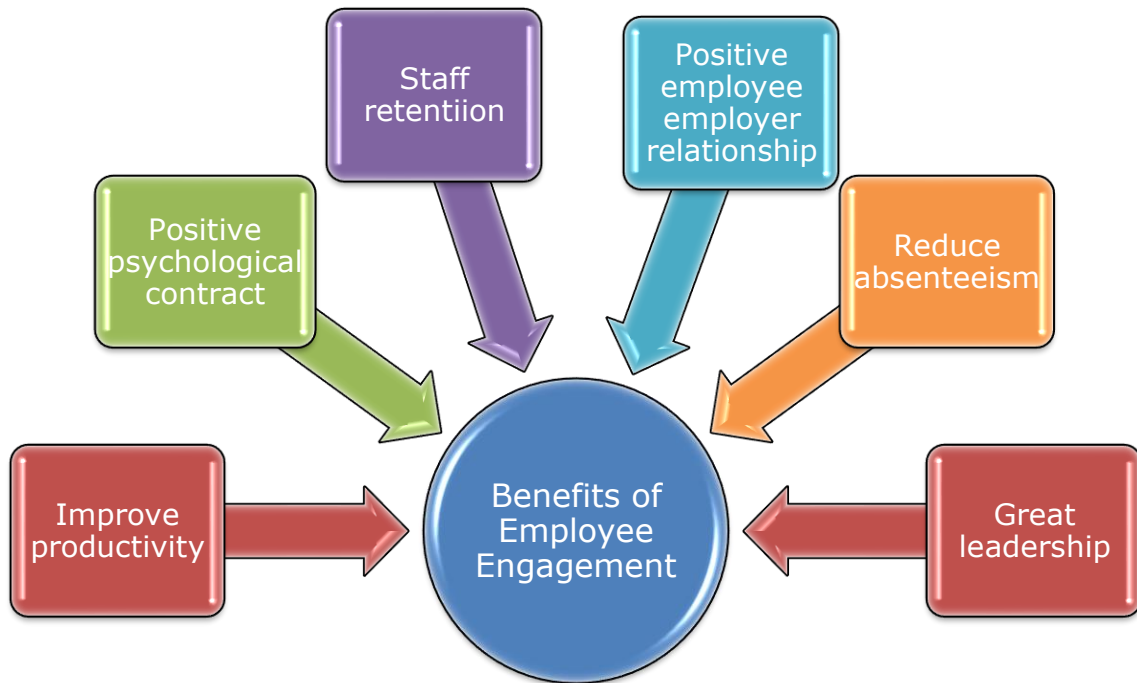


Fig: 53. Benefits of employee engagement

Source: Researcher

6.6.2 CHALLENGES

The senior leaders were asked the challenges of implementing employee engagement among offshore employees. Lack of face-to-face interaction between the employee and employer and poor communication were the main challenges according to the senior leaders. One of the senior leaders mentioned that *“employee engagement was very time consuming, as management felt they had to be continuously available to employees whilst carrying out their own jobs and hence time management was essential”*.

Employees were also asked about three challenges faced when working offshore.

Among the employee concerns raised were feelings of isolation from the workplace due to lack of personnel interaction and communication with colleagues and managers, this lowers their visibility and might affect

organization's future job prospects and a lack of support from the employees. Therefore, it is important for organizations to consider these issues with an effective communication strategy. Armstrong (2009) also suggests that regular structured, face-to-face communication and good leadership are crucial mechanism for maintaining contact with staff. Further employees also stated that there is lack of visibility from the management which includes delay in management to respond to any queries and less frequent management visit to offshore.

All these statements show that there should be proper leadership, communication, and visibility to support the employees and improve the employee experience and engagement.

6.7 SUGGESTION TO IMPROVE EMPLOYEE ENGAGEMENT

Both the employees and the senior leaders were asked about any suggestion for improving employee engagement.

The employee commented that "*the employers should monitor employee's career progression and make necessary arrangements for training and development for those who are working offshore*" when asked for their suggestion in improving current employee engagement. The other suggestions received were as follows:

- Open discussion with employees to understand if they like the job and if everyone is in the right role.
- Check in often with the employees and increase connectivity
- Management visit to offshore
- Employee recognition

- Strong and positive leadership
- Recognition

The suggestion from senior leaders were as follows:

- Visible leadership and provide regular feedback
- Improved communication
- Promote company culture and cascade organizational goals
- Conduct regular exit interviews to understand any link between employees exiting the business and employee engagement.

A study conducted by Robison (2009) shows that when employees are provided by necessary support, employees have increased motivation and positive inspiration and feels that they are recognized as valued contributors. This is mainly because employee's emotional and psychological support is vital to increase productivity. Hence it is vital to have a positive employee engagement and the organization to look for suggestions to improve the current level of employee engagement.

6.8 EMPLOYEE ENGAGEMENT MODEL

The above results, support the suggestion that in order to have successful employee engagement, cooperation of both employees and organizations are essential and organizations should understand what drives engagement among employees and capture the feelings and opinions of employees. Based on the above analysis, the researcher developed an employee engagement model for a happy workforce.

HEAR – The Employee Engagement Model

H – Hear and understand your employees

E – Enlighten employees through open communication

A – Attach and connect with employees

R – Resolve and active engagement



Fig: 54. Employee engagement model

Source: Researcher

The tool is based on the concept of listening to the employees first, and then understand using open communication which increases connectivity and thus resolve any issues and promote engagement. It aims to promote employee engagement at all levels. It is important to note here that leaders who do not listen to their employees and proposes valid suggestions will soon have employees who have nothing to say.

6.9 SUMMARY OF DATA ANALYSIS

The key findings to this research were derived through data analysis by working on the research questions outlined in the introduction to satisfy the aim and objectives of the study. The analysis and presentation of both qualitative and quantitative data obtained from questionnaire and interviews gave a better understanding of why and how employee engagement has an important role in building a good employee-employer relationship in an organization.

This section gives a detailed understanding of the purpose and importance of employee engagement among the offshore employees in Oil and Gas industry. Overall, from the analysis, it was seen that employee engagement affects the nature of work and helps in building a positive psychological contract between the employee and employer. This is substantiated by the research carried out by Gallup (2013) who advised that organizations with more than four engaged employees for every one actively disengaged employee have seen 2.6 times more growth in earnings than those organizations with one engaged employee for every one actively disengaged employee.

6.10 FUTURE RESEARCH DIRECTIONS

Even though the importance of culture is mentioned in the research, the research is limited to explore the relationship between the organizational culture type and engagement. This could be an area of research in future. Another aspect for future research would be to study the psychological implications of frequency of communications via virtual medium versus

face-to-face interactions for offshore employees. From the findings, it is observed that communication was a challenge to enhance employee engagement especially the types of communications. The future research direction could include analyzing the types of communications used to engage with offshore employees and understanding what makes a positive or negative communication.

CHAPTER 7: CONCLUSION

This section of the study will summarize the research and give a synopsis of all the findings achieved through qualitative and quantitative research thereby meeting the aim and objectives outlined in the introduction section. This will be followed by the recommendations that could be useful to the Oil and Gas companies in Northeast of Scotland in managing offshore remote employee's engagement.

The researcher found that there might be a lack of employee engagement among offshore employees due to the fact that they work remotely, and this presents a major challenge in relation to communication, engagement and collaboration and impacts the psychological contract between the employee and the employer.

The main aim of this study was to explore the management and experience of employee engagement amongst offshore remote employees. The research objectives for this study were to:

- To examine the concept of employee engagement using known theories.
- To examine offshore employees' and organizations' perceptions of employee engagement.
- To examine the interrelationship between employee engagement and psychological contract of employees and employers.
- To examine if employee engagement can act as an employee retention tool in Oil and Gas industry.

- Examine and explore the benefits and challenges of remote working among offshore employees in the North Sea Oil and Gas industry.

The introduction section outlined the aim and objectives of the study. It also provided guidance for further research that is being carried out in the study.

The literature review explained various theories and concepts of employee engagement relevant to the work of other scholars. The purposes and importance of employee engagement is explained and its relationship to psychological contract is also examined.

The methodology section checked out the varied data used for the study. The benefits and drawbacks of every sort of data and the reasons for choosing them were also explained. The limitation of the research and ethical issues were also discussed.

The result section outlined the results obtained from the interview and questionnaire. The overall summary of the results is presented in Appendices 17 to 33 and Appendix 39. Finally, inferences were made in discussion section.

With **objective 1** of the research which was to examine the concept of employee engagement with known theories, on the whole the results of the research point to a natural correlation between the working conditions and employee-employer relationship impacting employee engagement. It had been inferred that the economic situation, internal and external factors, organizations, and leaders' approach to the employees to keep them engaged are the major factors that have an impact on employee

engagement among employees and employers. After examining the concept of employee engagement by understanding how the employees and leaders define employee engagement, various themes were emerged which included motivation, involvement, performance drive, job satisfaction, trust, and commitment.

The researcher also examined what were the drivers associated with employee engagement and with respect to the data collected they included safety, leadership, enjoyable workplace, employee voice, rewards, growth, fair treatment, and working for the right manager. The participants felt that the top driver included all the factors, and this led to the researcher to discover that having engaged employees can reap many benefits for the Oil and Gas industry. The result from semi-structured interviews revealed that having the employees engaged lowers the levels of absenteeism, increases productivity levels, reduces rate of attrition, builds a positive morale among employees, and creates a positive environment that promotes committed workforce to work alongside the organization to achieve its goals and objectives. With an organization obtaining these benefits, employee's discretionary efforts and positive attitude increases and thus creates competitive advantage.

After examining Objective 2 which was to understand offshore employees' and organizations perceptions of employee engagement, it had been concluded that the employee engagement perception varies between employees and leader. In particular, employee engagement serves a number of organizational and individual purposes, which includes increase

in productivity, competitiveness, enhancing recruitment quality and retention of labor. For individuals, employee engagement reconciles work and personal needs allowing them to balance both responsibilities. Further in objective 2, the researcher also examined the factors impacting employee engagement and have developed a conceptual model which shows that workplace culture, leadership, employee voice, employee satisfaction, wellbeing, recognition, and career growth impacts employee engagement.

When examining Objective 3 - To examine the interrelationship between employee engagement and psychological contract of employees and employers, it was found that employee engagement affects the psychological contract between employee and employer and will have a positive effect on commitment, job satisfaction and motivation. Another interesting result is that the positive impact of employee-employer relationship is greater when non-financial rewards are considered. This is visible for the result of the survey that most of the employee's agree that employee engagement makes them to enjoy a positive working relationship with the employer and agreed that employee engagement has a positive impact on their relationship with their employer.

The extent to which people work effectively and are committed to the organization depends on the degree to which their own expectation of what the organization expects of them (Schein, 1965 as quoted within Armstrong, 2009 p.299). From the research conducted in the Oil and Gas industry, it was observed that most of the employees wants to be engaged

with the organization and also the organization wanted to promote employee engagement and ensure their employees are engaged. Thus, resulting business benefits through high performance, commitment and engaged staffs.

Furthermore, in light of the results, it can be said that maintaining a stable workforce through engagement is a key element in effective retention strategy. When examining **Objective 4**, which is to examine if employee engagement can act as an employee retention tool in Oil and Gas industry, studies have proved that employee engagement attracts a wider range of individuals who could positively contribute to the retention strategy of the organization. In the earlier sections, the researcher has indicated that in various contexts, employee engagement can be related to the temperature gauge of an organization to address the issues on behalf of its employees. When examining the benefits and challenges of employee engagement among offshore employees in the North Sea Oil and Gas industry (**Objective 5**), the research has uncovered benefits and challenges associated with employee engagement in the Oil and Gas industry. The study within Oil and Gas industry shows that from having the offshore employees engaged contributes to numerous benefits such as lower levels of absenteeism, increase in productivity levels, low attrition rate, greater morale among employees and builds a positive environment and thus have a committed workforce who will work alongside of the organization to achieve its goals and objectives. Further, it is to be noted that the research shows that out of 70 participants, 64 respondents indicated that they

believe that employee engagement is beneficial while 6 employees indicated that they believe employee engagement is not beneficial. It is also important to note that the Chi-Square test analysis shows that there is a connection between employee engagement and the following elements: commitment, physical and mental health, job satisfaction, motivation, commitment, and productivity. From an organization's perspective, the senior leaders also acknowledge positive connection between the benefits associated with employee engagement. Thus, employee engagement helps to realize the potential and capabilities of employees, which will benefit the organization for its success.

In reviewing the challenges associated with employee engagement, a common theme emerged was the lack of face-to-face interaction between the employee and employer and as such there is a need to improve communication levels. 59.09% (26 employees disagree, and 13 employees strongly disagree) that they did not receive the information and communication needed to do their job. It is noted that the researcher had mentioned in the literature that communication is the center of the employee-employer relationship.

Engagement is affected by various internal and external factors. These changes have therefore clearly identified as one of the challenges associated with employee engagement. These changes may even influence the retention levels. This is where it could be noted that both Armstrong (2007) and MacLeod and Clarke (2009) have argued that retaining and maintaining engaged employees are the key to increasing organizational

benefits and that disengaged employees will have negative effects on the organization. This demonstrates that during difficult economic times, more focus and attention is required to boost employee engagement by business and management.

Another important aspect associated with employee engagement challenges is that the impact of immediate supervisor and their relationship to the offshore employees. To enhance employee engagement, first line managers are crucial and the interaction with the first line managers and employees play a vital part in keeping employees engaged (CIPD, 2017). All of these suggests that commitment levels of employees are to be boosted to have a positive employee engagement. Macey (2009) et al has recognized that commitment as one of the underlying components of employee engagement.

The conclusion from all the above is that crucial competitive advantages are reflected with high level of engagement among employees and the interview results from senior leaders does not generate any surprises that many organizations of all sizes and types are investing considerably in practices that encourage engagement and commitment in their workforces. A happy workforce improves organizational and management skill in working. Therefore, it is extremely important that organizations should champion employee engagement where employees should have a sense of purpose and fulfilment in their job where they will approach their work with energy, dedication, and focus which in-turn will improve organization's customer satisfaction, greater retention levels and reduced absence

through sickness. This is where the leaders can act as the key vehicle to drive any changes and employee engagement increases mutual trust, open communication, and practice of sharing information within the organization will ultimately empower the employees which produces the outcome of keeping the employees engaged.

Research key findings

- Across various organization within the Oil and Gas industry, the purpose and priorities for engagement drivers were different, however, the ultimate goal was to ensure that all the employees were engaged.
- The motivation to offer engagement differs from organization, however, it has been identified that employees who are motivated are the easiest people to engage. Hence the Oil and Gas industry should concentrate on motivating their employees and identify the factors that contribute motivation.
- The definition for “Employee Engagement” varies amongst researchers as well as in the professional world. Appendix 2 details all the various definitions the researcher used for this research. The researcher also proposes the following model for defining employee engagement in a multicultural context as described in section 6 of the thesis.

HEAR – The Employee Engagement Model

H – Hear and understand your employees

E – Enlighten employees through open communication

A – Attach and connect with employees

R – Resolve and active engagement



Fig: 55. Employee engagement model

Source: Researcher

The tool is based on the concept of listening to the employees first, and then understand using open communication which increases connectivity and thus resolve any issues and promote engagement. It aims to promote employee engagement levels as for an organization to succeed, value of employee engagement should be communicated through their company mission statement and embrace the importance of having engaged employees for organizational success recognize the employees to celebrate progress and results.

CHAPTER 8: SUMMARY, IMPLICATIONS, AND RECOMMENDATION

In making recommendation for the research, the focus will be on the aim, objectives and the research questions that were used to examine and explore the management and experience of employee engagement amongst North Sea offshore remote employees. The researcher has also carefully considered the results and findings of the study. Considering the findings from the research, the researcher proposes the following recommendations:

- Employee engagement practices in Oil and Gas industry will help both the employees' and employers to realize its long-term benefits. To enhance productivity and levels of contentment in the workplace, the Oil and Gas industry needs to ensure that their staff feel valued, involved, and respected. A general point many offshore employees raised was that the information is not cascaded to the level it should be and as such one of the recommendations is that the organizations should put initiatives in place from a top-down perspective with the aim to filter information through to lower levels within the organization.
- Flow of communication is important in any engagement activities and to ensure employee engagement to be effective in the Oil and Gas industry, the researcher recommends proper communication channels, good leadership, HR strategy and an open accessible relationship between employer and employee as key ingredients. As improvement to communication was a common thread or primary

concept that was emerged as a theme, the researcher has included some recommendations to improve communication:

- **Frequency** - Communicating more often and frequently with the offshore employees will make employees feel socially supported by colleagues and leaders and provide the opportunity for the employees to voice their ideas.
- **Transparency** - In the Oil and Gas industry, it is essential to explain to the employees the reason for company leaders making the decisions and the reason for employee's suggestion not getting implemented. Most of the Oil and Gas organizations have unfortunately reached the stage where further changes are necessary due to many external factors including the projected decline of the Oil and Gas market, cost of living crisis, recovery from pandemic where it will be imperative that the companies make cost savings in order to make it through this period successfully. Hence transparency is a key factor here.
- **Ensuring two-way communication** - Two-way communication is essential to engage the offshore employees. This can be achieved by managers conducting meetings with employees about how to properly manage work priorities and expectations, giving directions, and providing business and organizational updates in a timely manner. The organization should actively listen to any suggestions from the employees and thus encouraging employee voice.

- Mutual understanding and expectations among employees and employer influence the success of employee engagement to a greater degree as organizational and individual benefits are achieved when employee relation is based on mutual trust and respect. Therefore, both the employee and the employer should understand the importance of building up a positive psychological contract in a work environment and there should be positive psychological contract between employee and employer.
- In light of the change in dynamics of the Oil and Gas industry, the researcher would like to make references to study carried out by CIPD in 2019 that leadership should no longer follow a direct process whereby success is determined by reaching the end goal, and as an alternative, leaders should focus on the process that contributes to the success of both the organization and its employees (CIPD, 2022). This is where the researcher recommends that the leaders should focus more on employee well-being by focusing on strong and healthy behaviors through adapting situational leadership style. This will promote better engagement to support the employees to build a strong employee-employer relationship (Hersey, Blanchard, and Dewey, 1996). The recent survey conducted by Gallup also supports this by stating that employee wellbeing starts at work (Gallup, 2022). The survey results also shows that the factor that has the strongest impact on wellbeing is career wellbeing where an employee like to do what they do at work every day (Gallup, 2022).

- The researcher recommends that leaders should develop their capabilities and change their leadership style to continue to advance with the constant challenges in Oil and Gas industry. In the previous recommendation point, the researcher has indicated that adapting situational leadership style is beneficial. However, to ensure the right leadership style is adopted, embracing Goleman's Emotional Intelligence (EI) competencies model will help leaders to handle employees feeling who are going through a change process and support accordingly. This will help the leaders to overcome the challenges and focus on long term vision benefiting both the employees and the organization.
- Even though it was seen that psychological contract is linked to employee engagement and the employees have stated that commitment, wellbeing, job satisfaction, motivation and productivity increases when employee engagement is positive, the results of the qualitative analysis (when employees were asked about the challenges faced when working offshore), they have indicated that the negative association between management support and employee engagement due to lack of support from management, discouragement for efforts in the form of not recognizing employees efforts. Here is where the organization could consider many alternatives such as rewarding employees other than financial compensation, such as leadership attention, praise for their success, and the opportunity to work on important projects or tasks that may

have a stronger effect on employee performance and is viewed as motivational tools (Luthans, 2000).

- As the Oil and Gas industry continues to evolve, the organization should continue to expand employees' skillsets to help the organization to unleash collective potential.
- Performance management and feedback is an important part of employee development and organization effectiveness as effective employee development supports both an individual's longer term career aspirations as well as organizational needs. Hence the organization should encourage performance management programs for employee development which links to enhancing employee engagement.
- As employee engagement is a broad term which includes commitment from both the employee's and organization's perspective, it is essential to ensure that organizations take measures to develop high affinity among employees that simultaneously retain employees. This correlation between commitment and employee retention is studied by Mowday, Porter and Steers, 1982; Allen and Meyer, 1990).
- Few of the employees stated that they like working in the offshore industry due to specific rotational schedule and fixed field breaks which allows them to spend more time with their family. Organizations should consider developing an engagement strategy to

keep them engaged and avoid any potential long-standing employees exiting the organization.

- The leader responsible for offshore population should closely work with Human Resource department to get the data for offshore population. This includes data relating to appraisals, sickness absences and exit interviews. Using the relevant data, leaders can evaluate their employees and promote continuous improvement.
- The organization should also develop engagement strategy for new hires as successful employee engagement starts from day one of employment.

As Loehr and Schwartz (2003) described in CIPD (2011) that leaders are the guardians of organizational energy and resilience as they inspire others by managing their energy levels first in order to be able to bounce back from any obstructions. This statement is very appropriate in the Oil and Gas industry and the researcher recommends the following:

- Leaders should develop an empathic line management approach and thus providing the time for listening and responding to employees' concerns.
- The impact of cyclic variation of changes impacting the Oil and Gas industry results in staff shortage offshore due to various factors including redundancy, layoffs, furlough etc. This would result in increase of workload for the workforce to manage. Hence the organization should proactively monitor workloads to ensure that employees are not overloaded. Study conducted by CIPD also

supports this stating that organizations should provide individual resilience-building support to employees during organizational change to help them handle with these changes (CIPD, 2020).

- Leader's display of optimism, calm, and confidence is a key factor in helping a company navigate through a period of heightened uncertainty (CIPD, 2022). Through empirical investigation as stated in the literature review, it is uncovered that charismatic leadership is well suited during any crisis. Oil and Gas industry could benefit from charismatic leadership style due to the volatile Oil and Gas market which could bring crisis at any time.
- Many companies within the Oil and Gas industry could consider having designated people or employee engagement forum.
- Finally, the organization's prime focus should be to develop a happy workforce who will automatically engage with the organization and thus going above and beyond their roles and responsibilities. In consideration of the above point, the researcher has developed the below "Happy Workforce" model as shown in figure 56.

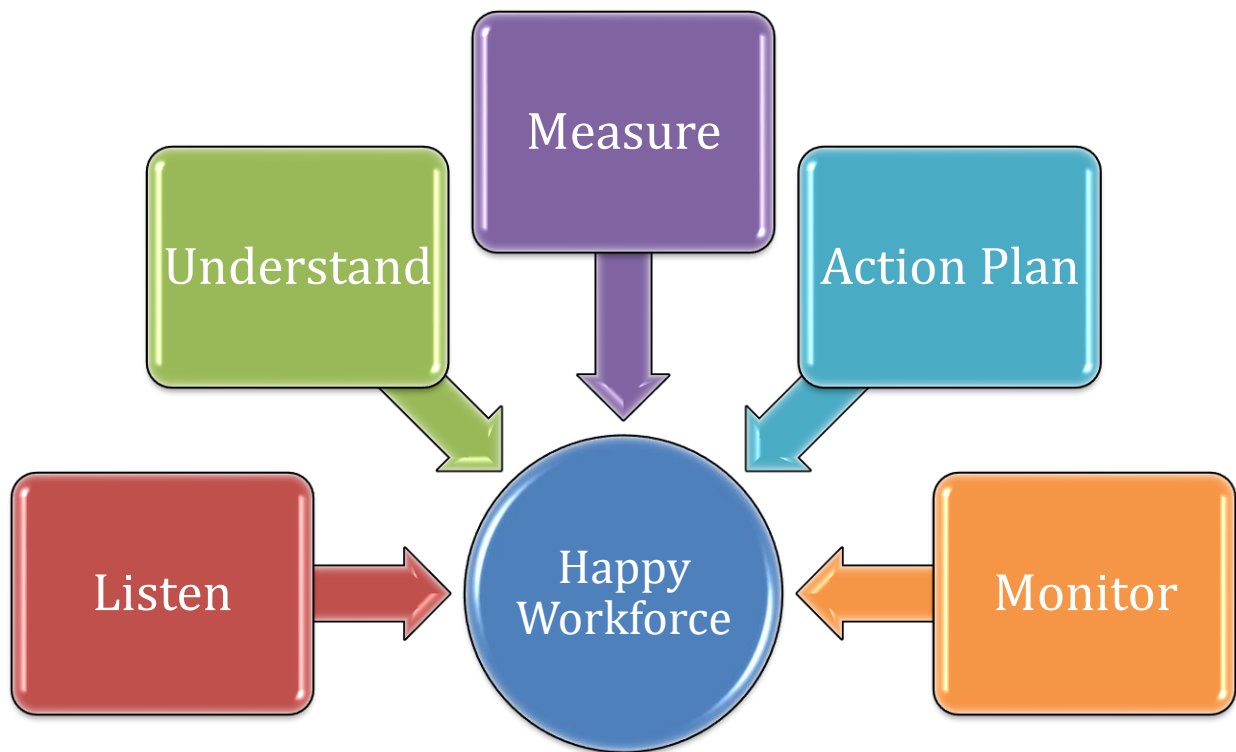


Fig: 56. Happy Workforce Model

Source: Researcher

Listen - To develop an effective and efficient work environment, listening and giving the employees the opportunity to suggest things through employee voice is very critical as it shows organizational commitment towards creating the best environment for its employees and thus driving the positive attitude that can drive the organization forward. Hence it is paramount to state that the organization should develop a culture of “open

doors policy” empowering employees to speak up freely and thus establish a culture of trust amongst the employees and the organization.

Understand – It is widely known that employees are the backbone of many organizations, it forms an obligation from the organization to ensure that employees are happy at work and in their job. The workforce has different opinions, viewpoint, but no matter the differences, respect and validation from the manager and the organization will result in happy employees.

Measure – Measuring is an integral part in employee engagement as once it is established as identifying any issues in the beginning, it will help it to resolve by providing appropriate feedback. Hence encouraging jobs that fit the wider goals of the organization is essential.

Action – To ensure the momentum of employee engagement is sustained, the leaders should wear the hat of both an inspiring leader and colleague who helps employees to do well and unfold their potential skills and talents.

Monitor – Employee engagement is an advantageous condition that has an organizational purpose, priority and represents involvement, commitment, passion, enthusiasm, focused effort, and energy from the employees. Hence monitoring employee engagement forms a critical element in leadership as nurturing and nourishing employee engagement results in a far better performance and increased commitment. Further, to identify strengths, problem areas, and hidden problems ongoing monitoring plays a key aspect particularly it helps to tackle any obstacles before they become problems.

REFERENCE

1. ABUKHALIF, A. N and MAT SOM, A. P., 2013. The Antecedents Affecting Employee Engagement and Organizational Performance. *Asian Social Science*. 9(7), pp. 41-46.
2. ADKINS, A., 2016. Employee engagement in US Stagnant in 2015. [online]. Available from: <https://news.gallup.com/poll/188144/employee-engagement-stagnant-2015.aspx> [Accessed 03 July 2022].
3. ANDERSON, V., 2008. *Research Methods in Human Resource Management*. London: CIPD.
4. AHMADI, A. A, AHMADI, F and ABBASPALANGI, J., 2012. Talent management and succession planning. *Interdisciplinary journal of contemporary research in business*, 4(1), pp.213-224.
5. AHERN, K. and LE BROUQUE, R., 2005. Methodological issues in the effects of attrition: Simple solutions for social scientists. *Field methods*, 17(1), pp.53-69.
6. ALLEN, N.J. and MEYER, J.P., 1990. Organizational socialization tactics: A longitudinal analysis of links to newcomers' commitment and role orientation. *Academy of management journal*, 33(4), pp.847-858.
7. ARAKAWA, D., and GREENBERG, M., 2007. Optimistic managers and the influence on productivity and employee engagement in a technology organization: Implications for coaching psychologists. *International Coaching Psychology Review*, 2(1), pp.78-89.
8. ARMSTRONG, M., 2009, *Armstrong's Handbook of Human Resource Management Practice*, 11th ed, Kogan Page: London and Philadelphia.
9. ARMSTRONG, M., 2012, *Armstrong's Handbook of Human Resource Management Practice*, 12th ed, Kogan Page: London and Philadelphia.
10. ASGARSANI, H., DUOSTDAR, O. Rostami, A., 2013. Empowerment and Its Impact on the Organization productivity. *Singaporean Journal of Business*

11. BAKKER, A. B. and DEMEROUTI, E., 2008. Towards a model of work engagement Department of Work and Organizational Psychology. *Career Development International*, 3(3), pp. 209-223.
12. BAKKER, A. B., DEMEROUTI, E. and BRUMMELHUIS, L. L., 2012. Work Engagement Performance, and active Learning: The Role of Conscientiousness. *Journal of Vocational Behavior*. 80, pp. 555-564.
13. BAKKER, A. B., and LEITER, M. P., 2010. *Work engagement: A handbook of essential theory and research*. UK: Psychology Press.
14. BAKKER, A.B., 2011. An evidence-based model of work engagement. *Current directions in psychological science*, 20(4), pp.265-269.
15. BAKKER, A.B. et al. 2008. Work engagement: An emerging concept in occupational health psychology. *Work and Stress*, 22(3), pp.187-200.
16. BALZER, W. K. et al., 2000. Users' manual for the Job Descriptive Index (JDI; 1997 version) and the job in general scales. In J. M. Stanton & C. D. Crossley (Eds.), *Electronic resources for the JDI and JIG*. Bowling Green, OH: Bowling Green State University
17. BANKS, B., 2010. Who's Whistling the Loudest While they Work? How Canadian Organizations Stack up Against the Rest of the World in Terms of Employee Engagement. [online]. Available from: <https://archive.macleans.ca/article/2010/11/08/whos-whistling-the-loudest-while-they-work> Rogers Publishing. [Accessed on 27th November 2021].
18. BARTTON, J., and GOLD, J. (2007). *Human resource management: theory and practice*, 4th ed, Houndmills: Macmillan
19. BARTEL, C. A., WRZESNIEWSKI, A. and WIESENFELD, B. M., 2012. Knowing where you stand: Physical isolation, perceived respect, and organizational identification among virtual employees. *Organization Science*, 23(3), pp.743-757.
20. BEARDWELL, J. and CLAYDON, T., 2007. *Human Resource Management; A Contemporary Approach*. Edinburgh: Pearson Education Limited.

21. BEDARKAR, M and PANDITA, D., 2014. A study on the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioral Sciences*, 133, pp.106-115.
22. BEE, R and BEE, F., 2005. *Managing Information and Statistics*. 2nd ed. London: Chartered Institute of Personnel and Development.
23. BERNARD, H. R., and BERNARD, H. R., 2012. *Social research methods: Qualitative and quantitative approaches*. Sage Publications Limited.
24. BRAUN, V and CLARKE., 2013. *Successful Qualitative Research: A Practical Guide for Beginners*. London: Sage Publications.
25. BROCKETT, J., 2009. Employer branding still makes its mark. [online]. Available from: <https://www.peoplemanagement.co.uk/article/1743976/employer-branding>. [Accessed 19th July 2021]
26. BOURKE, J., and LOMBARDI, M. (2010). *Learning & Development 2010: Bridging the Gap between Strategy and Execution*. Aberdeen Group, Aberdeen, UK. 1-31.
27. BRAITHWAITE, D., EMERY, J., de Lusignan, S., & Sutton, S., 2003. Using the Internet to conduct surveys of health professionals: A valid alternative? *Family Practice*, 20(5), 1-8. <https://doi.org/10.1093/fampra/cm9509>
28. BRYMAN, A., and BELL, E., 2011. *Business Research Methods*. Oxford: Oxford University Press.
29. BRYMAN, A, and BELL, E., 2015. *Business research methods*. 4th ed. Oxford: Oxford University Press.
30. BRYMAN, A., 2015. *Social research methods*, 5th ed. Oxford: Oxford University Press.
31. BUCKINGHAM, M and COFFMAN, C., 1999. *First, break all the rules: What the world's greatest managers do differently*. New York (NY): Simon and Schuster.

32. BUSINESS BALLS, 2022. Leadership Styles (3-Style Model) - Kurt Lewin. [online]. Available from: <https://www.businessballs.com/leadership-styles/3-style-model-kurt-lewin/> [Accessed 4th July 2021]
33. BURGESS, T. F., 2001. *A general introduction to the design of questionnaires for survey research*. University of Leeds.
34. BURNS, R.B., 2000. *Introduction to research methods*. 4th ed. London: Sage publications.
35. CATALDO, P. (2011). *Focusing on Employee Engagement: How to Measure It and Improve IT*. Kenan Flager Business School. NC
36. CASSIDY, P and DONALDSON, S., 2022. North Sea platform workers stage wildcat walkouts over pay dispute [online]. Available from: <https://news.stv.tv/north/north-sea-platform-workers-stage-wildcat-walkouts-over-pay-dispute>. [Accessed on 27th June 2021].
37. CAMERON, G., 2020. Aberdeen likely to suffer most as economy crashes [online]. Available from: <https://www.thetimes.co.uk/article/aberdeen-likely-to-suffer-most-as-economy-crashes-v2bpln008> [Accessed on 17th June 2021].
38. CHALOFISKY, N and KRISHNA, V., 2009. *Meaningfulness, commitment, and engagement: The intersection of a deeper level of intrinsic motivation*. *Advances in Developing Human Resources*. Sage publications, 11(2), pp.189-203.
39. CAMPS, N., 2015. An Exploratory Study of Skills Shortages within the Oil and Gas Industry in Scotland. *International journal of management and applied research*, 2(3), pp.130-143.
40. CRABTREE, S., 2005., *Engagement keeps the doctor away; A happy employee is a healthy employee, according to a GMJ survey*, *Gallup Management Journal*, [online]. Available from: <http://gmj.gallup.com/content/default.aspx?ci=14500&pg=1> [Accessed 4th July 2021]
41. CRESWELL, J., 1994. *Research design: Quantitative and qualitative approaches*, London: Sage.

42. CRESWELL, J., 1998. *Qualitative inquiry and research design: Choosing among five traditions*, Thousand Oaks, CA: Sage.
43. CRESWELL, J.W., KLASSEN, A.C., CLARK, V.L. and SMITH, K.C., 2011. Best practices for mixed methods research in the health sciences. *Bethesda (Maryland): National Institutes of Health, 2013*, pp.541-545.
44. CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2006. Leadership in the workplace. [online]. London: CIPD. Available from: file:///C:/Users/cheth/Downloads/workplace-leadership_20221010T003230.pdf [Accessed 16th August 2022].
45. CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2007. *CIPD Employee Engagement*. [online]. London: CIPD. Available from: <http://www.peopleresources.ie/downloads/cipd-employee-engagement.pdf> [Accessed 13th November 2021].
46. CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2011a. *Sustainable organization performance, what really makes the difference? Shaping the Future. Final report*. London: CIPD.
47. CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2013. *Social Media and Employee Voice: The current landscape*. [online]. London: CIPD. Available from: https://www.cipd.co.uk/Images/social-media-and-employee-voice_2013-current-landscape-sop_tcm18-10327.pdf [Accessed 6th July 2022].
48. CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2014. *Managing for sustainable employee engagement: Developing a behavioural framework*. [online]. London: CIPD. Available from: <https://engageforsuccess.org/wp-content/uploads/2017/05/Managing-for-sustainable-employee-engagement-Developing-a-behavioural-framework.pdf> [Accessed 9th August 2022].
49. CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2017. *Line managers play crucial role in supporting employee well-being and engagement* [online]. London: <https://www.cipd.co.uk/news->

[views/news-articles/line-managers-support-wellbeing-engagement](#)
[Accessed 21st July 2022].

- 50.CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2017. *Human capital theory: assessing the evidence for the value and importance of people to organizational success*. [online]. London: CIPD. Available from: https://www.cipd.co.uk/Images/human-capital-theory-assessing-the-evidence_tcm18-22292.pdf [Accessed 20th June 2022].
- 51.CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2018. *UK Working Lives: In Search of Job Quality*. [online]. London: CIPD. Available from: https://www.cipd.co.uk/Images/uk-working-lives-summary_tcm18-40233.pdf [Accessed 30th July 2022].
- 52.CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2021. *UK Employee Engagement and Motivation*. [online]. London: CIPD. Available from: file:///C:/Users/mbeena/Downloads/factsheet_20210606T060803.pdf [Accessed 16th August 2022].
- 53.CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2021. *Employee Engagement: Definitions, measures, and Outcomes* [online]. London: CIPD. Available from: https://www.cipd.co.uk/Images/employee-engagement-discussion-report_tcm18-89598.pdf [Accessed 19th June 2021].
- 54.CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2022. *Employee Communication*. [online]. London: CIPD. Available from: <https://www.cipd.co.uk/knowledge/fundamentals/relations/communication/factsheet#gref> [Accessed 9th December 2021].
- 55.CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2022. One in five people say their employer is not doing enough to support their financial wellbeing [online]. London: CIPD. Available from: <https://www.cipd.co.uk/about/media/press/30-03-22employers-financial-wellbeing#gref> [Accessed 6th August 2022].

- 56.CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2022. The psychological contract. [online]. London: CIPD. Available from: file:///C:/Users/cheth/Downloads/psychological-factsheet_20221010T001532.pdf [Accessed 29th June 2021].
- 57.CHRISTIAN, M. S, GARZA, A. S and SLAUGHTER, J.E., 2011. Work Engagement: A Quantitative Review and Test of its Relations with Task and Contextual performance. *Personal Psychology*, 64 (1), 89 -136.
- 58.COFFMANN, C. and GONZALEZ-MOLINA, G., 2002. Follow this path: How the world's greatest organizations drive growth by unleashing human potential. Hachette+ ORM.
- 59.COLLINS, K.M., ONWUEGBUZIE, A.J., and JIAO, Q.G., 2007. A mixed methods investigation of mixed methods sampling designs in social and health science research. *Journal of Mixed Methods Research*, 1(3), pp. 267-294.
- 60.COOPER, R., 1997. Applying Emotional Intelligence in the workplace, Training and Development, Vol 51 No 12, pp31-38.
- 61.COOK, S., 2008. *The Essential Guide to Employee Engagement*. Kogan Page Limited: London and Philadelphia.
- 62.COOPER-THOMAS et al., 2104. The Relative Importance of Proactive Behaviors and Outcomes of Predicting Newcomer Learning, Well-Being, and Work Engagement. *Journal of Vocational Behavior*, 84(3).
- 63.CRAWFORD, E. R, RICH, B. L., BUCKMAN, B., and BERGERON, J. (2014). The antecedents and drivers of employee engagement. *Employee Engagement in Theory and Practice*, 57-81.
- 64.CRESWELL, J.W., 2014. *A concise introduction to mixed methods research*. Sage Publications, Inc.
- 65.CRESWELL, J.W., and PLANO CLARK, V.L., 2011. *Designing and conducting mixed methods research*. 2nd ed. Sage Publications, Inc.
- 66.DECI, E. L., and RYAN, R. M., 1985. *Intrinsic motivation and self-determination in human behavior*. New York: Plenum.

67. DENSCOMBE, M., 2007. *The Good Research Guide*. 4th ed. McGraw Hill: Open University Press.
68. DE MELLO E SOUZA WILDERMUTH, C, PAUKEN., 2008. A Perfect Match: Decoding Employee Engagement – Part 1: Engaging Cultures and Leaders. *Industrial and Commercial Training*. 40 (3), pp. 122- 128.
69. DeGRAY, B. (2012). How to conquer the most common peril of working at home: Isolation. Retrieved from https://www.washingtonpost.com/blogs/on-small-business/post/an-isolation-solution-how-to-conquer-the-most-common-peril-of-working-at-home/2012/07/26/gJQA7mpRBX_blog.html [Accessed 9th July 2022].
70. DELOITTE., 2019. [Online] Available from: <https://www2.deloitte.com/us/en/insights/topics/marketing-and-sales-operations/global-marketing-trends/2020/purpose-driven-companies.html>. [Accessed 16th June 2022].
71. DIBBEN, P, WOOD, G and KLERCK, G., 2011. *Employment Relations: A Critical and International Approach*. London: CIPD.
72. DIXON, A., 2009. Rules of Engagement: These days, to Gain and Increase in productivity and Profitability, Entrepreneurs must Boost Employee Morale. [online]. Available from: <http://www.entrepreneur.com/tradejournals/article/203481683.html>. Black Enterprises. [Accessed on 27th July 2022].
73. DHARMASIRI, A.S., 2010. *Epitome of Engaging Employees, 22nd Anniversary Convention Volume of Association of Professional Bankers*. [online]. Sri Lanka. Available from: https://apbsrilanka.com/wpcontent/uploads/2021/01/2010_22nd_conv_a_7_Dr_Ajantha_Dharmasiri.pdf [Accessed 8th June 2022].
74. EMPLOYEE BENEFITS., 2008. *The Employee Benefits Research 2008*. [online]. Available from: <https://employeebenefits.co.uk/issues/may-2008-online/the-employee-benefits-research-2008/>. Accessed 17th May 2022.

75. ENDRES, G. M., and MANCHENO-SMOAK, L. (2008). The human resource craze: Human performance improvement and employee engagement. *Organization Development Journal*, 26(1), 69–78.
76. ENERGY VOICE,. 2021. *Shell making 330 UK job cuts, majority in Aberdeen* [online]. Available from: <https://www.energyvoice.com/Oilandgas/north-sea/290875/shell-job-cuts-aberdeen-uk/>. Accessed 7th June 2022.
77. FRANK, F. D, FINNEGAN, R.F and TAYLOR, C.F, 2004. *The Race for Talent: Retaining and Engaging Workers in the 21st Century*. Human Resource Planning, 27, pp. 12-25.
78. FAIRHURST, D., 2007. A Balanced Model for Sustainable Workplace
FALLON, N. (2014). *No face time? No problem: How to keep virtual workers engaged*. [Online] Available from: <https://financialiqng.blogspot.com/2014/10/no-face-time-no-problem-how-to-keep.html> [Accessed 16th June 2022].
79. FALLON, N. (2014). *Your employees don't all want the same company culture now what?* [Online] Available from: <https://www.foxbusiness.com/features/your-employees-dont-all-want-the-same-company-culture-now-what> [Accessed 7th July 2022].
80. Flexibility: The Case of McDonald's. Development and learning in organizations. [online]. 21 (4). Pp.16 -19.
81. FLEMING, J., COFFMAN, C. and HARTER, J., 2005. Manage your Human Sigma, *Harvard Business Review*. 107-114.
82. FLEMING, J. H., and ASPLUND, J., 2007. *Human sigma: Managing the employee-customer encounter*. New York, NY: Gallup Press.
83. FRIED, J. (2013). *The true challenge of managing remote workers: People who work too hard*. [online] Available from: <https://www.inc.com/jason-fried/excerpt-true-challenge-of-remote-workers.html> [Accessed 6th August 2022].
84. FRIENDS OF THE EARTH SCOTLAND., 2020. *81% of Offshore Oil and Gas Workers Open to Leaving the Industry*. [online]. Available from:

- <https://foe.scot/press-release/81-offshore-Oil-gas-workers-leaving-industry/> Accessed 17th October 2021.
- 85.FREY, B.S. and STUTZER, A., 2002. What can economists learn from happiness research?. *Journal of Economic literature*, 40(2), pp.402-435.
- 86.GALLUP., 2013. How Employee Engagement Drives Growth. [online]. Available from: <https://www.gallup.com/workplace/236927/employee-engagement-drives-growth.aspx>. Accessed 27th May 2022.
- 87.GALLUP., 2017. Weak Workplace Culture Help Explain UK's Productivity Woes. [online]. Available from: <https://news.gallup.com/opinion/gallup/219947/weak-workplace-cultures-help-explain-productivity-woes.aspx>. Accessed 14th December 2021
- 88.GALLUP., 2019. 10 Gallup Results to Share with Your Leaders in 2019. [online]. Available from: <https://www.gallup.com/workplace/245786/gallup-reports-share-leaders-2019.aspx> . Accessed 7th May 2022.
- 89.GALLUP., 2021. The Power of Gallup's Q12 Employee Engagement Survey. [online]. Available from: <https://www.gallup.com/access/323333/q12-employee-engagement-survey.aspx> . Accessed 14th August 2022.
- 90.GALLUP. *State of the Global Workplace: 2022 Report.*,2022. [online]. Available from: <https://www.gallup.com/workplace/349484/state-of-the-global-workplace-2022-report.aspx> Accessed 19th August 2022.
- 91.GALLO, A., 2022. How to get along with anyone at work (even difficult people). [online]. Available from: <https://www.forbes.com/sites/melodywilding/2022/08/30/how-to-get-along-with-anyone-at-work-even-difficult-people/?sh=28745a9c6fba>. Accessed 4th October 2022.
- 92.GAJENDRAN, R. S., and JOSHI, A., 2012. Innovation in globally distributed teams: The role of LMX, communication frequency, and

- member influence on team decisions. *Journal of Applied Psychology*, 97, pp.1252-1261.
- 93.GILL, R., 2009. Conceptual Framework for Using Computers to Enhance Employee Engagement in Large Offices. *Human Resource Development Review*. 9 (2), pp. 115-143.
- 94.GLASPIE, R and NESBITT, M., 2004. *Employee Engagement*. Readership Institute, 1-2
- 95.GORMAN, S., 2017. *Two tales of Piper Alpha tragedy – part 1*. [online] Available from: <https://www.energyvoice.com/oilandgas/north-sea/143729/two-tales-piper-alpha-tragedy-part-1/>. [Accessed 6th August 2022].
- 96.GOV.UK., 2020 *Guidance. Mixed methods study* [online]. Available from: <https://www.gov.uk/guidance/mixed-methods-study> Accessed 17th October 2021.
- 97.GRANT, 2021. *Why Employee Engagement is the Key to Unlocking Safety Program Performance*. [online]. Available from: <https://safesitehq.com/employee-engagement-improves-safety/> Accessed 17th July 2022.
- 98.GREENE, J. C., CARACELLI, V. J., and Graham, W. F. (1989). Toward a conceptual framework for mixed-method evaluation designs. *Educational Evaluation and Policy Analysis*, 11, 255-274.
- 99.GREENPERACE., 2020. *Four in five offshore oil and gas workers consider quitting the industry* [online]. Available from: <https://www.greenpeace.org.uk/news/four-in-five-offshore-Oil-and-gas-workers-consider-quitting-the-industry/> [Accessed 16th August 2022].
- 100.GRUMAN, J.A and SAKS, A.M., 2011. Performance management and employee engagement. *Human resource management review*, 21(2), pp.123-136.

101. GUEST, D., 2014. Employee Engagement: A Sceptical Analysis. *Journal of Organizational Effectiveness: People and Performance*. 1(2), pp141-156.
102. HANDY, C., 2002. *The Age of Unreason: New Thinking for A New World*. Arrow.
103. HANSON, W. E., 2005. Mixed methods research designs in counselling psychology. *Journal of Counselling Psychology*, 52(2), pp. 224–235.
104. HARRINGTON and SANTIAGO., 2015. Organizational Culture and Telecommuters' Quality of Work Life and Professional Isolation. [online]. Available from: <https://scholarworks.lib.csusb.edu/ciima/vol6/iss3/1/> [Accessed 16th August 2022].
105. HARTER, J., 2017. *Employee Engagement vs. Employee Satisfaction and Organizational Culture*. [online]. Available from: <https://www.gallup.com/workplace/236366/right-culture-not-employee-satisfaction.aspx> [Accessed 26th August 2022].
106. HARTER, J. K, SCHMIDT, F.L and HAYES, T.L., 2002. Business unit level relationship between employee satisfaction, employee engagement and business outcomes. A meta-analysis. *Journal of applied psychology*, 87 (2), pp. 268 -279.
107. HEIMER, C., 1999., Emotional Rehydration', *The Ashbridge Journal*, in Holbeche, L. and Springett, N. (2003) *In Search of Meaning in the Workplace*. Horsham, Roffey Park
108. HEWITT, A., 2012. *Trends in Global Employee Engagement*. [online]. Available from: <https://www.business.com/images/content/58a/d9f712f87b1207f720dee/0-0-/> Accessed 4th August 2022
109. HEWITT, A., 2013. *Trends in Global Employee Engagement*. [online]. Available from: https://www.aon.com/attachments/human-capital-consulting/2013_Trends_in_Global_Employee_Engagement_Report.pdf Accessed 19th May 2022

110. HEWITT, ASSOCIATES., 2004a. *Research Brief: employee engagement higher at double digit growth companies*. [online]. Available from: www.hewitt.com. Accessed on 25th May 2022.
111. HOLBECHE, L. and Springett, N., 2003. In *Search of Meaning in the Workplace*. Horsham, Roffey Park.
112. HU, J., WAYNE, S.J., BAUER, T.N., ERDOGAN, B. and LIDEN, R.C., 2016. Self and senior executive perceptions of fit and performance: A time-lagged examination of newly hired executives. *Human Relations*, 69(6), pp.1259-1286.
113. JAMES, J. M. and BOLSTEIN, R., 1990. The effect of monetary incentives and follow-up mailings on the response rate and response quality in mail surveys. *Public Opinion Quarterly*, 54, pp. 346-61.
114. JOHNSON, R.B., and ONWUEGBUZIE, A.J., 2004. Mixed methods research: A research paradigm whose time has come. *Educational Researcher*, 33(7), pp. 14-26.
115. JOHNSON, B., and TURNER, L.A., 2003. *Data collection strategies in mixed methods research*. Handbook of mixed methods in social and behavioral research. pp.297-319. Thousand Oaks, CA: Sage.
116. JOHNSON, M., 2011. Workforce deviance and the business case for employee engagement. *Journal for Quality and Participation*, 34(2), p.11.
117. JOO, B. K, McLEAN, G. N., 2006. Best employer studies: a conceptual model from a literature review and a case study. *Human Resource Development Review*. 5 (2), pp.228-257.
118. KAHN, W., 1990. Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), pp. 692-724.
119. KALIANNAN, M and ADJOVU, S.N., 2015. Effective employee engagement and organizational success: a case study. *Procedia-Social and Behavioral Sciences*, 172, pp.161-168.

- 120.KAWAR, T.I., 2012. Cross-cultural Differences in Management, *International journal of Business and Social Science*. 3(6), pp. 105-111.
- 121.KELLOWAY, E.K., TURNER, N., Barling, J. and Loughlin, C., 2012. Transformational leadership and employee psychological well-being: The mediating role of employee trust in leadership. *Work & Stress*, 26(1), pp.39-55.
- 122.KIM, W, KOLB, J. and KIM, T., 2013. The Relationship between Work Engagement and Performance; A Review of Empirical Literature and a Proposed Research Agenda. *Human Resource Development Review*, 12(3), pp. 248 -276.
- 123.KREITNER, R. and KINICKI, A. (2008) *Organizational Behavior*, New York, McGraw-Hill International Edition.
- 124.KRUSE, K, E., 2012. *Employee Engagement 2.0: How to Motivate Your Team for High Performance (A Real-World Guide for Busy Managers)*. [online]. Available from: <http://www.forbes.com/sites/kevinkruse/2012/09/04/why-employee-engagement/> Accessed 12th July 2022
- 125.KUMAR, C. R., 2008. *Research Methodology*. New Delhi: APH Publishing corporation.
- 126.LATHAM, G.P and ERNST, C.T., 2006. Keys to motivating tomorrow's workforce. *Human Resource Management Review*, 16 (2), pp. 181 – 198.
- 127.LIDEN, R. C. WAYNE, S. J. and SPARROW, R. T., 2000. An examination of the mediating role of psychological empowerment on the relation between the job, interpersonal relationships, and work outcomes. *Journal of Applied Psychology*, 85, 407-416
- 128.LOCKWOOD, N., 2007. Leveraging employee engagement for competitive advantage: HR's strategic role. *HR Magazine*, 52(3), pp. 1-11.
- 129.LOCKE, J., 1976. *The Correspondence of John Locke*.

- 130.MASLOW, A. H. (1954). *Motivation and Personality*. New York: HarperCollins.
- 131.LUTHANS, F and PERTERSON, S.J., 2002. Employee engagement and manager self-efficacy –Implications for managerial effectiveness and development. *Journal of Management Development*, 21(5), pp. 376-387.
- 132.LOEHR, A., 2016. Want engaged employees?
- 133.LOMBARDI, M., 2010. The Business Leader as Talent Leader. *Aberdeen Group*, 1-9. Aberdeen: U.K.
- 134.MACEY, W.H. and SCHNEIDER, B., 2008. The meaning of employee engagement. *Industrial and organizational Psychology*, 1(1), pp.3-30.
- 135.MASLOW, A. H. (1954). *Motivation and Personality*. New York: HarperCollins.
- 136.McBAIN R., 2007. The Practice of Engagement: Research into Current Employee Engagement Practice. *Strategic HR Review*. 6 (6).
- 137.MACEY, W. H and SCHNEIDER, B., 2008. The Meaning of Employee Engagement. *Industrial and Organizational Psychology*. 1, pp. 3-30.
- 138.MACEY, W, H et al., 2009. *Employee Engagement: Tools for Analysis, Practice, and Competitive Advantage*. UK, West Sussex: John Wiley and Sons.
- 139.MACLEOD, D and CLARKE, N., 2009. *Engaging for Success: Enhancing Performance Through Employee Engagement*. A Report to the UK Government.
- 140.MACMAHON, J., 1996. Employee relations in small firms in Ireland: An exploratory study of small manufacturing firms. *Employee Relations*. [online]. 18(5). pp. 66-72. Available from: <https://www.emerald.com/insight/content/doi/10.1108/01425459610129399/full/html> [Accessed on 16th September 2022].
- 141.MANIAM, K., SAMUEL, NA., 2014. Effective employee engagement and organizational success: a case study. *International Journal of social and behavioral science*, pp 161- 168.

- 142.MASLACH, C and LEITER, M. P., 1997. *The Truth about Burnout: How Organizations cause Personal Stress and What to do about it*. San Francisco, CA. Jossey-Bass.
- 143.MEERE, M., 2005. *High cost of disengaged employees*. Victoria: Swinburne University of Technology.
- 144.MELHEM, Y., 2003. *Employee-customer-relationships: An investigation into the impact of customer-contact employees' capabilities on customer satisfaction in Jordan banking sector*. Nottingham: University of Nottingham.
- 145.MENGUC, B et al., 2013. To be engaged or not to be engaged: The antecedents and consequences of service employee engagement. *Journal of business research*, 66(11), pp.2163-2170.
- 146.MITCHELL, T. R and MICKEL, A. E., 1999. The Meaning of Money: An Individual Difference Perspective. *Academy of Management*. 24 (3), pp. 568 – 578.
- 147.MORSY, H., PEEDLE, D., and ROY, G., 2021. Aberdeen Economic Policy Panel Report. [online]. Available from: https://www.aberdeencity.gov.uk/sites/default/files/2021-12/Aberdeen%20Economic%20Report%202021%20Final_1.pdf. [Accessed on 18th January 2022].
- 148.MOWDAY, R., PORTER, L. and STEERS, R., 1982. *Employee—Organization Linkages: The Psychology of Commitment, Absenteeism, and Turnover*. Academic Press, New York.
- 149.MURLIS, H and SCHUBERT, P., 2001. *Engage Employees and Boost Performance*. [online]. Available from: http://www.haygroup.com/downloads/us/engaged_performance_120401.pdf [Accessed on 28th July 2022].
- 150.NAHAVANDI, A., 2016. Threshold concepts and culture-as-meta-context. *Journal of Management Education*, 40(6), pp.794-816.
- 151.NEPIC., 2021. Stork names as workforce engagement winners at this year's OGUK awards. [online]. Available

- <https://www.nepic.co.uk/blog/memberposts/stork-named-as-workforce-engagement-winners-at-this-years-oguk-awards/> [Accessed on 8th January 2022].
152. NEWMAN, D and HARRISON, D. A., 2008. Been There, Bottled That: Are State and Behavioral Work Engagement New and Useful Construct “Wines”? *Industrial and Organizational Psychology*, 1(1), pp. 30-35. (appendix)
153. OFFICE FOR NATIONAL STATISTICS (2019). Working Age. [online]. Durham: ONS. Available from: <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/employmentintheuk/august2019> [Accessed on 18th October 2021].
154. OFFSHORE., 2022. [online]. Available from: <https://www.offshore-mag.com/regional-reports/north-sea-europe/article/14283513/petrofac-north-sea-staff-voting-on-industrial-action> [Accessed on 1st October 2022].
155. OGUK., 2019. *Workforce Report 2019*. [online]. Available from: <https://Oilandgasuk.cld.bz/Workforce-Report-2019/30/> [Accessed on 18th July 2022].
156. PATTON, M.Q., 2002. *Qualitative Research and Evaluation Methods*. 3rd Ed. California: Sage publications.
157. QUALTRICS., 2022. 2022 employee trends: the 4 things your people need you to know [online]. Available from: <https://www.qualtrics.com/lp/employee-experience-trends-2022/> [Accessed on 8th July 2022].
158. RAZIG, A. and MAULABAKHSH, R., 2015. Impact of working environment on job satisfaction. *Procedia Economics and Finance*, 23, pp.717-725.
159. RAYTON, B., 2012. *Employee Engagement Task Force “Nailing the evidence” Workgroup*. [online]. Available from:

<https://engageforsuccess.org/wp-content/uploads/2015/09/The-Evidence.pdf> [Accessed on 28th July 2022].

- 160.REECE, B. L, and BRANDT, R., 2008. *Effective Human Relations*. Houghton Mifflin Company: USA.
- 161.REIO, T. G., and SANDERS-REI, J., 2011. Thinking about workplace engagement: Does supervisor and coworker incivility really matter? *Advances in Developing Human Resources*, 13(4), pp.462-478.
- 162.RICHMAN, A., 2006. Everyone wants an engaged workforce: How can you create it? *Workspan*, 49(1), pp.36-39.
- 163.RICH, B.L., LEPINE, J.A and CRAWFORD, E.R., 2010, Job Engagement: Antecedents and Effects on Job Performance. *Academy of Management Journal*, 2010, 53(3), pp. 617–635.
- 164.RHOADES, L. and EISENBERGER, R., 2002. Perceived organizational support: a review of the literature. *Journal of applied psychology*, 87(4), p.698.
- 165.ROBINSON, D, PERRYMAN, S, P and HAYDAY, S., 2004. *The Drivers of Employee Engagement*. [online]. Available from: www.employment-studies.co.uk/summary/summary.php?id=408 [Accessed on 17th June 2022].
- 166.ROBERTSON-SMITH, G and MARKWICK, C., 2009. *Employee Engagement: A Review of Current Thinking*. Brighton: University of Sussex Campus.
- 167.ROBERTSON, I.T., BIRCH, A.J. and COOPER, C.L., 2012. Job and work attitudes, engagement, and employee performance: Where does psychological well-being fit in? *Leadership & Organization Development Journal*.
- 168.ROGELBERG, S.G. ed., 2007. *Encyclopedia of industrial and organizational psychology* (Vol. 1). Sage.
- 169.ROTHMANN, S. and ROTHMAN Jr, S., 2010. Factors associated with employee engagement in South Africa. *SA Journal of Industrial Psychology*, 36(2), pp.1-12.

- 170.ROUSSEAU,D.M., and WADE-BENZONI, K.A., 1994. Linking strategy and human resource practices: How employee and customer contracts are created. *Human resource management*, 33(3), pp.463-489.
- 171.ROUSSEAU,D.M., 1990. Normative beliefs in fund-raising organizations: Linking culture to organizational performance and individual responses. *Group and Organization Studies*, 15(4), pp.448-460.
- 172.ROZELL, E.J., PETTIJOHN, C.E. and PARKER, R.S., 2002. An empirical evaluation of emotional intelligence: The impact on management development. *Journal of Management development*.
- 173.SAKS, A. M., 2006. Antecedents and consequences of employee engagement. *Journal of managerial psychology*, 21(7), pp. 600-619.
- 174.SAUNDERS, M., LEWIS, P., and THORNHILL, A., 2009. *Research Methods for Business Students*. 4th Ed. Harlow: Pearson Education Limited.
- 175.SAUNDERS, M., LEWIS, P., and THORNHILL, A., 2009. *Research Methods for Business Students*. 6th Ed. Harlow: Pearson Education Limited.
- 176.SCANDURA, T.A. and LANKAU, M.J., 1996. Developing diverse leaders: A leader-member exchange approach. *The Leadership Quarterly*, 7(2), pp.243-263.
- 177.SCHMIDT, F, L., 1992. What do data really mean? Research findings, meta-analysis, and cumulative knowledge in psychology. *American Psychologist*, 47 (10), pp.1173-1181.
- 178.SCHULLERY, N.M., 2013, Workplace Engagement and Generational Difference in Values. *Business Communications Quarterly*. 76 (2) pp 252 -265.
- 179.SCHAUFELI, W. B, SALANOVA, M, GONZA'LEZ-ROMA, V and BAKKER, A, B., 2002b. The Measurement of Engagement and Burnout: A two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3, pp. 71 -92.

- 180.SCHAUFELI, W. B, TARIS, T. W and RHENEN, W. V., 2008. Workaholism, Burnout and Work Engagement: Three of a Kind or Three Different Kinds of Employee Well-being? *Applied Psychology: An International Review*. 57 (2), pp. 173 – 203.
- 181.SCHAUFELI, W. B, BAKKER, A. B and VAN, R. W., 2009 How changes in job demands and resources predict burnout, work engagement and sickness absenteeism. *Journal of Organizational Behavior*, 30 (7), pp. 893 – 917.
- 182.SCHAUFELI, W. B, and SALANOVA, M., 2007. Work engagement: An emerging psychological concept and its implications for organizations. *Research in social issues in management*, 5, pp. 135 – 177.
- 183.SCHAUFELI, W. B, and BAKKER, A.B., 2010. Defining and measuring work engagement: Bringing clarity to the concept. *Work engagement: A handbook of essential theory and research*, 12, pp.10-24.
- 184.SCHAUFELI, W. B, and SALANOVA, M., 2013. The Measurement of Engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66, pp. 701–716
- 185.SCHAUFELI, W. B., and BAKKAR, A. B., 2004. Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), pp.293-315.
- 186.SCOTTISH GOVERNMENT., 2020. Economy contracts 19.4% in the second quarter of 2020. [online]. Available from: <https://www.gov.scot/news/economy-contracts-19-4-percent-in-the-second-quarter-of-2020/> [Accessed on 17th September 2022].
- 187.SEKARAN, U., 2003. *Research Methods for Business: As Skill building approach*. New York: John Wiley and Sons, Inc
- 188.SHUCK, B. and REIO, T. G., Jr., 2011. The employee engagement landscape and HRD: How do we link theory and scholarship to current practice? *Advances in Developing Human Resources*, 13(4), 419–

428. [online]. Available from: <https://doi.org/10.1177/1523422311431153> [Accessed on 7th September 2022].
- 189.SHUCK, B and WOLLARD, K., 2010. Employee Engagement and HRD: A Seminal Review of the Foundations, *Human Resource Development Review*, 9(1), pp. 89–110. Appendix
- 190.SMITH, D. and CANTRELL, S., 2011. The new rules of engagement: Treating your workforce as a workforce of one. *Strategic HR Review*, 10(3), pp.5-11.
- 191.SMITH, P.L. and HOY, F., 1992. Job satisfaction and commitment of older workers in small businesses. *Journal of Small Business Management*, 30(4), p.106.
- 192.SPARROW, P.R and BALAIN, S., 2010. Engaging HR Strategists: Do the logics match the realities? *The Handbook of Employee Engagement: Models, Measures and Practice*, pp. 263-296.
- 193.STANDER and ROTHMANN., 2010. Psychological empowerment, job insecurity and employee engagement. [online]. Available from: https://www.researchgate.net/publication/47740065_Psychological_empowerment_job_insecurity_and_employee_engagement [Accessed on 27th September 2022].
- 194.STREDWICK, J. and ELLIS, S., 1998. *Flexible working practices: Techniques and innovations*. CIPD Publishing.
- 195.SUNDARAY, B.K., 2011. Employee engagement: a driver of organizational effectiveness. *European Journal of Business and Management*, 3(8), pp.53-59.
- 196.TASHAKKORI, A. and TEDDLIE, C., 1998. Mixed methodology: Combining qualitative and quantitative approaches. In Bickman, L. and Rog, D. J. (Eds.), *Applied Social Sciences Research Methods Series*, Thousand Oaks, CA: Sage, p. 46.

197. TEDDLIE, C, and TASHAKKORI, A., 2009. *Foundations of mixed methods research: Integrating quantitative and qualitative approaches in the social and behavioral sciences*. CA: Sage.
198. TEDDLIE, C., and YU, F., 2007. Mixed methods sampling: A typology with examples. *Journal of Mixed Methods Research*, 1(1), pp. 77-100.
199. TIMS, M, BAKKER, A.B and XANTHOPOULO, D., 2011. *Do Transformational Leaders Enhance their Followers' Daily Work Engagement?* *The Leadership Quarterly*, 22(1), pp 121-131.
200. THOMAS, K. W. and VELTHOUSE, B. A., 1990. Cognitive elements of empowerment. *Academy of Management Review*, 15, 666 – 681
201. TOWERS PERRIN REPORT., 2006. *The ISR Employee Engagement Report*. Stamford. The Towers Perrin
202. TOWERS PERRIN GLOBAL WORKFORCE STUDY., 2008. *Closing the Engagement Gap: A Road Map for Driving Superior Business Performance*. [online]. Available from: <https://engageforsuccess.org/wp-content/uploads/2015/10/Closing-the-engagement-gap-TowersPerrin.pdf> [Accessed on 6th July 2022].
203. TOWERS WATSON., 2012. *Global Workforce Study* [online]. Available from: <https://employeeengagement.com/wp-content/uploads/2012/11/2012-Towers-Watson-Global-Workforce-Study.pdf> [Accessed on 16th June 2022].
204. Tourish, D., 2005. Critical Upward Communication: Ten Commandments for improving strategy and decision Making, *Long Range Planning*. 38 (5), pp. 485-503
205. TYLER, T. and BLADER, S., 2003. The Group Engagement Model: Procedural Justice, Social Identity, and Cooperative Behavior. *Personality and Social Psychology Review*. 7 (4), pp. 349-36
206. TUCKEY, M. R., BAKKER, A. B. and DOLLARD, M. F., 2012. Empowering leaders optimize working conditions for engagement: A multilevel study. *Journal of Occupational Health Psychology*, 17(1), pp.15-27.

207. TAYLOR-POWELL, E., 1998. *Questionnaire Design: Asking questions with a purpose*. University of Wisconsin Extension.
208. ULRICH, D., 1997, *Human resource champions*. Boston, MA: Harvard Business School.
209. Vance., 2006. *Employee Engagement and Commitment: A guide to understanding, measuring, and increasing engagement in your organization*. [online]. Available from: <https://www.shrm.org/foundation/ourwork/initiatives/resources-from-past-initiatives/Documents/Employee%20Engagement%20and%20Commitment.pdf> [Accessed on 6th July 2022].
210. VROOM, V., PORTER, L. and LAWLER, E., 2005. Expectancy theories. *Organizational behavior*, 1, pp.94-113.
211. WAGNER, R., and HARTER, J. K. 12: The great elements of managing. Washington, DC: The Gallup Organization. *Gallup Management Journal*.
212. WELCH, M., 2011. The evolution of the employee engagement concept: communication implications. *Corporate Communications: An International Journal*, 16(4).
213. WATSON WYATT 2005/2006 communication ROI study (2006). *Effective communication: A leading indicator of financial performance*. [online]. Available from: <http://www.watsonwyatt.com/research/resrender.asp?id=w-868&page=1> [Accessed on 26th July 2022].
214. WHITEOAK, J.W. and MOHAMED, S., 2016. Employee engagement, boredom and frontline construction workers feeling safe in their workplace. *Accident Analysis & Prevention*, 93, pp.291-298.
215. WITEMEYER, H., ELLEN, P., and STRAUB, D., 2013. Validating A Practice-Informed Definition of Employee Engagement. Third Annual International Conference on Engaged Management Scholarship. (Appendix

216. WOODRUFFE, C., 2006. The crucial importance of employee engagement. *Human resource management international digest*. [online]. 14 (1). pp. 3-5. Available from: <http://www.emeraldinsight.com/journals.htm?issn=0967-0734&volume=14&issue=1&articleid=1537364&show=html> [Accessed on 24th July 2022].
217. XIAO, M. L and DUAN, L., 2014. Job Engagement of Employees in State-Owned Enterprises; Construct Clarification and Scale Development. *Organizational Management*, 1, pp. 35-41. Appendix
218. YUKL, G., 2010. *Leadership in Organizations*, 7th ed, Pearson
219. ZAKIRI, EL., 2020. The Role of Communication in Effective Crisis Management: A Systematic Literature Reviews [online]. 10 (6). Pp.119-122. Available from: https://www.ijhssnet.com/journals/Vol_10_No_6_June_2020/14.pdf. [Accessed on 4th July 2022].
220. ZAND, D. E., 1997. *The Leadership Triad: Knowledge, Trust, and Power*. Oxford University Press on Demand.
221. ZIGARMI, D, NIMON, K, HOUSON, D, WITT, D and DIEHL, J., 2009. Beyond Engagement: Toward a Framework and Operational Definition for Employee Work Passion. *Human Resource Development Review*, 8 (3), pp. 300-326. Appendix

BIBLIOGRAPHY

1. ADKINS, A., 2015. *Majority of U.S. employees not engaged despite gains in 2014.* [online]. Available from: <http://www.gallup.com/poll/181289/majority-employees-notengaged-despite-gains-2014.aspx> [Accessed 11th October 2021].
2. CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2020. *Leadership.* [online]. London: CIPD. Available from: <https://www.cipd.co.uk/knowledge/strategy/leadership> [Accessed 19th October 2021].
3. CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2014. *Leadership: Easier said than done.* [online]. London: CIPD. Available from: https://www.cipd.co.uk/Images/leadership_2014-easier-said-than-done_tcm18-8893.pdf [Accessed 22nd November 2021].
4. CHARTERED INSTITUTE OF PERSONNEL AND DEVELOPMENT, 2019. *Organizational culture and cultural change.* [online]. London: CIPD. Available from: <https://www.cipd.co.uk/knowledge/culture/working-environment/organization-culture-change-factsheet> [Accessed 19th November 2021].
5. CHEESE, P., THOMAS, R.T. and CRAIG, E., 2007. *The Talent Powered Organization: Strategies for Globalization, Talent Management and High Performance.* United Kingdom: Kogan Page Ltd.
6. DVORAK, N., and SASAKI, J., 2017. *Employees at home: Less engaged.* [online]. Available from: <http://www.gallup.com/businessjournal/207539/employees-home-lessengaged.aspx/banner.html> Accessed 13th October 2021.
7. FELSTEAD, A and HENSEKE, G., 2017. Assessing the growth of remote working and its consequences for effort, well-being and work life balance. *New Technology, Work and Employment.* Vol 32, No 3.
8. GALLOP ORGANIZATION, 2010. *Employee Engagement: A leading indicator of financial performance* [online]. Available from:

<http://www.gallup.com/consulting/52/employee-engagement.aspx>

Accessed 19th December 2021

9. GALLUP., 2020. Why UK Leaders Need to Build Trust with Employees [online]. Available from: <https://www.gallup.com/workplace/312833/why-leaders-need-build-trust-employees.aspx> [Accessed on 27th October 2021].
10. MAY, D.R., GILSON, R.L., and HARTER, L.M., 2004. The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, Vol 77, 11-37.
11. MASLOW, A. H., 1943. A theory of human motivation. *Psychological Review*, 50(4), PP. 370- 936.
12. MASLOW, A. H., 1965. *Euspychian management*. Homewood, IL: Dorsey Press.
13. SONNENTAG, S., 2011. Research on work engagement is well and alive. *European Journal of Work and Organizational Psychology*, 20 (1), 29 -38.
14. TOWERS PERRIN REPORT., 2003. *Working Today: Understanding What Drives Employee Engagement*. Stamford. The Towers Perrin

APPENDIX 1: 12 ELEMENTS LINKED TO EMPLOYEE ENGAGEMENT

| No: | The 12 Elements of Great Managing |
|-----|--|
| 1 | I know what is expected of me at work. |
| 2 | I have the materials and equipment necessary to do my job. |
| 3 | At work, I have the opportunity to do what I do best every day. |
| 4 | In the last seven days, I have received recognition or praise for doing good work. |
| 5 | My supervisor, or someone at work, seems to care about me as a person. |
| 6 | There is someone at work who encourages my development. |
| 7 | At work, my opinions seem to count. |
| 8 | The mission or purpose of my organization makes me feel my job is important. |
| 9 | My associates or fellow employees are committed to doing quality work. |
| 10 | I have a best friend at work. |
| 11 | In the past six months, someone has talked to me about my progress. |
| 12 | In the last year, I have had opportunities at work to learn and grow. |

Table 8: The 12 Elements linked to employee engagement

Source: Gallup Inc

APPENDIX 2: TABLE LITERATURE OF EMPLOYEE ENGAGEMENT DEFINITIONS

| Author(s) | Definition | Year | Major Contributions |
|--------------------|---|------|---|
| Kahn | <i>"The harnessing of organizational members selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances"</i> (Kahn, 1990 p 694). | 1990 | Kahn is considered to provide early academic framework of employee engagement and this definition explains the concept of engagement. Kahn defined employee engagement as a particular mental state of being present at work. |
| Maslach and Leiter | Energetic state in which one is dedicated to excellent performance of work and confident of one's effectiveness (Maslach and Leiter, 1997, p.209) | 1997 | Maslach and Leiter have conceptualized employee engagement to psychological state. |

| | | | |
|--------------------------------------|--|-------------|---|
| <p>Harter, Schmidt, and Hayes</p> | <p>Employee engagement refers to the individual's involvement and satisfaction with as well as enthusiasm for work (Harter et al., 2002, p.269)</p> | <p>2002</p> | <p>Harter et al., 2002 have related engagement to involvement and satisfaction.</p> |
| <p>Robinson, Perryman and Hayday</p> | <p><i>"A positive attitude held by the employee toward the organization and its values. An engaged employee is aware of the business context, work with colleagues to improve performance within the job for the benefit of the organization. The organization must work to nurture, maintain and grow engagement, which requires a two-way relationship between</i></p> | <p>2004</p> | <p>Robinson et al (2004) is of the opinion that interaction between employees and their organization and its values generates positive attitude that contributes positive engagement.</p> |

| | | | |
|------|--|------|---|
| | <i>employer and employee"</i> (Robinson et al., 2004, p. 3) | | |
| Saks | "A <i>distinct and unique construct that consists of cognitive, emotional and behavioral components that are associated with individual role performance"</i> (Saks, 2006, p. 602) | 2006 | Saks (2006) pointed out that engagement is unique from other constructs that it is developed from cognitive, emotional, and behavioral components. |
| CIPD | Engagement can be seen as a combination of commitment to the organization and its values plus a willingness to help out colleagues (organizational citizenship). It goes beyond job satisfaction and is not simply motivation. Engagement is something the employee has to offer; it | 2007 | Here engagement is related to psychological contract which includes mutual beliefs and unwritten set of expectations and willingness between employee and employer. |

| | | | |
|---------------------|--|------|--|
| | cannot be 'required' as part of the employment contract. | | |
| Cook | Cook (2008) relates employee engagement to the capability and willingness of employees to give the discretionary effort to help the organization to be successful. Further Cooke (2008) states that one of the characteristics of engagement is that employees being committed to the organization and being prepared to go above and beyond of what is expected of them to deliver exceptional service to the customer. | 2008 | For a high performing workforce, engagement is very critical and discretionary effort is something the employees has to offer. |
| Macey and Schneider | According to Macey and Schneider (2008), employee | 2008 | Macey and Schneider (2008) relate engagement to different combination of |

| | | | |
|---------------------|--|------|--|
| | <p>engagement has both attitudinal and behavioral components. Employee engagement is defined as "<i>a desirable condition, has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy</i>" (Macey and Schneider (2008 p.4)</p> | | <p>psychological state and performance construct that has both attitudinal and behavioral components.</p> |
| Newman and Harrison | <p>Newman and Harrison (2008) defined engagement as the concurrent presence of three behaviors in employees which are employee's performance in their job (job satisfaction), citizenship behavior (organizational commitment) and involvement.</p> | 2008 | <p>According to Newman and Harrison (2008) individuals invest their energy and time for better job satisfaction, organizational commitment, and involvement.</p> |

| | | | |
|--|---|-------------|---|
| <p>Zigarmi, Nimon, Houson, Witt and Diehi (2009)</p> | <p><i>"Employee work passion is an individual's persistent, emotionally positive, meaning-based, state of wellbeing stemming from reoccurring cognitive and affective appraisals of various job and organizational situations that results in consistent, constructive work intentions and behaviors"</i> (Zigarmi et. al., 2009, p 310).</p> | <p>2009</p> | <p>Zigarmi et. al. (2009) promoted that work passion is more inclusive than engagement to be associated with affective, cognitive, and other components including employees state of wellbeing.</p> |
| <p>Shuck and Wollard</p> | <p><i>"Engagement is an individual employee's cognitive, emotional and behavioral state directed toward desired organizational outcomes"</i> (Shuck and Wollard, 2010, p 103).</p> | <p>2010</p> | <p>Shuck and Wollard (2010) relates engagement to the initial idea put forward by Kahn in 1990 that employee engagement is a combination of behavioral and psychological outcomes.</p> |

| | | | |
|---------------------------------|---|------|--|
| Dharmasiri | Dharmasiri (2010) stated that employee engagement expresses the essence of employees' head, hands, and heart involvement in work. discretionary effort. | 2010 | The definition provided by Dharmasiri (2010) strengthens Kahn's (1990) conceptual employee engagement framework. |
| Christian, Garza, and Slaughter | <i>"Engagement is defined as a relatively enduring state of mind referring to the simultaneous investment of personal energies in the experience or performance of work"</i> (Christian et al., 2011. P.95) | 2011 | Christian et al. (2011) is of the opinion that engagement relates to employees' task in the form of personal energies and performance. |
| AON Hewitt | Hewitt (2012) refers engagement as individual psychological and behavioral state that motivates employees to do their best work. | 2012 | The work of Hewitt also refers to some elements of Kahn's (1990) work where Hewitt (2012) refers engagement as a combination of psychological and behavioral components. |

| | | | |
|-----------------------------|--|------|---|
| AON Hewitt | To ensure employees to perform better, psychological, and behavioral outcomes of engagement are critical. | 2013 | Employee's performance is a positive outcome of good engagement. |
| Witemeyer, Ellen and Straub | Witemeyer, Ellen and Straub (2013, p.1), engagement is defined as <i>"an attitude towards one's work in one's organization, comprising feelings of vigor, dedication, and absorption; cognitive appraisals of psychological empowerment; and motivation to act, both within role and extra role, in the service of the organization's goals"</i> . | 2013 | Witemeyer, Ellen and Straub (2013) propose that empowerment and motivation are also essential components of engagement. |
| Xiao and Duan | Xiao and Duan (2014) define employee engagement as employee's initiative, loyalty, | 2014 | This definition relates to the fact that employee engagement has multiple constructs. |

| | | | |
|-----|---|------|--|
| | efficiency, recognition, and commitment. | | |
| Liu | According to Liu (2016), engagement is about employee's organizational identity, dedication, absorption, vigor, and pleasant harmony. | 2016 | Liu (2016) defined employee engagement as five concepts namely employee's organizational identity, dedication, absorption, vigor, and pleasant harmony. The above also validates the fact that engagement has multiple constructs. |

Table: 9. Employee engagement definitions

APPENDIX 3: LEWIN'S LEADERSHIP STYLE

| Leadership Style | Liking for Leader | Group Atmosphere | Productivity |
|-------------------------|--------------------------|---|---|
| Autocratic | Liked Less | Aggressive, dependent, self-oriented | High (when present) Low (when absent) |
| Democratic | Liked More | Friendly, group centered, task-oriented | Relatively high (unaffected by whether the leader is here or not) |
| Laissez-Faire | Liked Less | Could be friendly, but more play-oriented | Low (increased when absent) |

Table: 10. Lewin's Leadership Styles

Source: Researcher

APPENDIX 4: TYPES OF DATA – ADVANTAGES AND DISADVANTAGES

| Data type | Advantages | Disadvantages |
|-------------------|---|---|
| Quantitative data | This method is quick, less expensive to administer and reliable. It has the ability to reach a high number of participants over a wide-ranging sample with the anonymous nature enabling the participants to respond easier. | According to Anderson (2008), although quantitative data can be easily analyzed and compared, the results may not reflect the true feelings of the respondents. Another major disadvantage to this method is that the participants often do not supply the genuine answers. |
| Qualitative data | Analysis of qualitative data provides opportunities for exploring the dimensions of particular issues. It can be used in real time situations concerned with analyzing significant themes and the resulting data is rich and genuine. Using this approach, the variables collected can be measured, counted, described, and compared with other variables (Anderson, 2008). | Qualitative method can be time consuming and expensive. Limaye (2009) says that qualitative data is perception based and may change from person and instances to instances. It is entirely depending on interviewer's skills in building up a rapport with the participants. Also, this method generates less responses in comparison with the quantitative methods (Saunders, Lewis, and Thornhill, 2007). |

Table: 11. Type of data. Source: Saunders, Lewis and Thronhill (2012)

APPENDIX 5: RESEARCH PHILOSOPHIES

| | Pragmatism | Positivism | Realism | Interpretivism |
|--|---|--|---|---|
| Researcher's view on nature of reality or being | <ul style="list-style-type: none"> External and multiple methods are chosen | <ul style="list-style-type: none"> External Objective Substantial | <ul style="list-style-type: none"> Objective Exists independently of human thoughts and beliefs | <ul style="list-style-type: none"> Socially constructed Subjective |
| Researcher's view regarding what constitutes acceptable knowledge | <ul style="list-style-type: none"> Practical applied research Integrating different perspectives to help interpret the data | <ul style="list-style-type: none"> Law-like generalizations Applies strict rules and procedures. Reduces phenomena to simplest elements | <ul style="list-style-type: none"> Focus on explaining within a context or contexts | <ul style="list-style-type: none"> Based on details of the situation Time context |
| Researcher's view of the role of value in research | <ul style="list-style-type: none"> Both objective and subjective points of view | <ul style="list-style-type: none"> Independent of the data Maintains an objective stance | <ul style="list-style-type: none"> Researcher is biased by world views, cultural experiences, and upbringing | <ul style="list-style-type: none"> Subjective and weak predictions Researcher is part of what is being researched |

| | | | | |
|-----------------------------------|---|--|---|---|
| Data collection techniques | <ul style="list-style-type: none"> • Mixed or multiple method designs. • Quantitative and qualitative | <ul style="list-style-type: none"> • Highly structured • Large samples • Mostly quantitative, but can use qualitative | <ul style="list-style-type: none"> • Quantitative or qualitative | <ul style="list-style-type: none"> • Small samples • In-depth investigations • Qualitative |
|-----------------------------------|---|--|---|---|

Table 12: Research Philosophies

Source: Saunders, Lewis, and Thornhill (2012)

APPENDIX 6: TYPES OF INTERVIEWS – ADVANTAGES AND DISADVANTAGES

| Forms of Interviews | Advantages | Disadvantages |
|----------------------------|---|---|
| Standardized | The questions are structured, and it is easier both to administer the interview and interpret and summarize the data obtained. | The interviewer should read out the questions exactly as written and in the same tone of voice so that the interviewer does not indicate any bias. |
| Non-Standardized | Allows the interviewer to collect rich and detailed set of data. Also, provides an in-depth data on the topic being investigated. | Although there is no predetermined list of questions, the interviewer needs to have a clear idea about the aspect of information he or she want to explore. |
| One-to-One Face-to-face | Enables the researcher to gain more in-depth and relevant information on the subject. | In this type of interviews, the discussion is limited to the interviewer and the interviewee. Also, it depends on the interviewer's ability to capture information. |

| | | |
|--|---|---|
| One-to-One Telephone interviews | Allows quick data collection at lower cost and is convenient. | The researcher loses the opportunity to witness the non-verbal behavior of the participant. |
| One-to-One Internet and intranet mediated interviewing | Large sample not restrained by geographical location. Questions are flexible to allow probing by the author to examine an area further. | Depends on the interviewer's ability to ask appropriate follow up questions. |
| One-to-Many Group Interview | Efficient way to interview a larger number of individuals. | Does not provide in-depth research and also require a high level of skills to conduct this type of interview. It is suitable for preliminary phase of research. |
| One-to-Many Internet and intranet mediated interviewing | Data collection is cost-effective. Interactions among participants enhance data quality. | The number of questions that can be asked is greatly restricted in the group setting. |
| Focus Group | Allows to focus on a particular issue or topic and encompasses the need for interactive discussion among participants. | The individual group member's interactions and responses are essential for the success of a focus group interview. |

Table: 13. Types of interviews. Source: Saunders, Lewis and Thornhill (2012)

APPENDIX 7: INTERVIEW PARTICIPANTS INFORMATION SHEET

Project Title

An Exploratory Study of How Remote Offshore Employees are Engaged: A Study on Northeast of Scotland Offshore Remote Employees

Purpose

The research focuses on employee engagement amongst offshore remote workers in the North-Sea Oil and Gas industry with the aim to explore the management and experience of employee engagement amongst offshore remote employees.

Role of participants

The researcher is requesting to interview you. This should take between 30 and 45 minutes and will take place at a convenient location to your availability. The interview will be recorded. You will be asked to give consent prior to the interview, and the interview will be confidential, and participants can withdraw from the interview at any point.

Collection of Information

The information collected will be used by the researcher to write her thesis as part of Doctoral degree. Only the researcher and her supervisor will be aware of documents and interview recordings. Anonymity and confidentiality are assured, both in terms of participants and the organizations they work for. The researcher will keep transcriptions

of the recordings and will treat them with the strictest confidentiality. No participants will be identified in the thesis and every effort will be made to protect the participant's identity.

Declaration to participants

If you take part in the study, you have the right to:

- Refuse to answer any question, and to withdraw from the study at any time (including after the interview has been completed).
- Ask any further questions about the study that occurs to you during your participation.

If you have any questions or concerns about the research, please feel free to contact the researcher.

Manjusree Beena

Email: manjutaurus1986@gmail.com

I agree to participate in this study under the conditions set out in the Participant Information Sheet.

Signed:

Date:

APPENDIX 8: PILOT INTERVIEWS

A pilot semi-structured interview was conducted with 2 offshore employees from the researcher's organization. The interviewees were given a brief description about the interview themes in advance. This pilot interview helped the researcher to identify those questions that make the interviewee reluctant to answer. Few such questions were identified, and necessary changes were made. The interviewee also gave the feedback to the interviewer that there should be more interactions as this allows to get more information from the interviewee. The interviewee also mentioned the importance of phrasing interview in plain and simple language. The table below summarizes the changes made to few of the questions. After making the necessary modifications, the researcher conducted interviews with 3 senior leaders and 7 employees who works offshore.

| Question to be changed | Changes to be made | Modified Interview Questions |
|---|---|---|
| Any potential disadvantages associated with implementing Employee Engagement? | The interviewee commented that this question has the same meaning as the challenges associated with implementing Employee Engagement. | Since there is a question asking about the challenges in implementing employee engagement, the researcher removed this question from the interview questions. |

Table: 14. Pilot interview questions
Source: Researcher

APPENDIX 9: TYPES OF QUESTIONNAIRES – ADVANTAGES AND DISADVANTAGES

| Forms of Questionnaire | Advantages | Disadvantages |
|--|---|---|
| Self-administrated online (Internet and Intranet) | Easy to administer and is inexpensive. Affords greater control of reaching intended participants and can be geographically dispersed. Quick analysis of data. | Individuals with computer literacy can only do the survey. |
| Self-administrated postal | Quick analysis of data and can be geographically dispersed. | Low response rate. Cost if required for outward and return postage, photocopying, clerical support, and data entry. It takes longer duration rate due to the geographical location. |
| Self-administrated delivery and collection | Allows the researcher to check who has answered the questions at collection. | Moderate response rate. Longer duration rate due to geographical location. Cost if required for travel, distributing and collection. |
| Interviewer administrated telephone | Enables the researcher to ensure that indented participants have reached. This improves the reliability of the data. | Responses can be contaminated or distorted when recording. Respondents are more likely to |

| | | |
|--|--|---|
| | High-rate pf confidence that the right person has responded. Quick analysis of data. | answer to owing to contact with the researcher. |
| Interviewer administrated structured interview | High response rate and quick analysis of data. | Interviews needs to physically meet the respondents and ask the questions face to face. |

Table: 15. Types of Questionnaires. Source: Saunders, Lewis and Thronhill (2012)

APPENDIX 10: QUESTIONNAIRE SURVEY PARTICIPANT INFORMATION SHEET

I am a Doctoral student at Swiss School of Business and Management. I am doing research on employee engagement amongst offshore remote workers in the North-Sea Oil and Gas industry. The data collected from this questionnaire is exclusively for research purposes and may be used in academic publications or referred to by other researchers. I am now in a position to evaluate my assumptions to a sample of respondents, which is the reason why I am contacting you.

I would appreciate your participation in this survey which will only take 10 minutes of your time. All information provided will be treated in the strictest confidence. Participation is voluntary and the anonymity and confidentiality of the matter will be respected. No participants will be identified in the thesis and every effort will be made to protect the participant's identity.

Declaration to participants

If you take part in the study, you have the right to:

- Refuse to answer any question
- Ask any further questions about the study that occurs to you during your participation.

If you have any questions or concerns about the research, please feel free to contact the researcher.

Manjusree Beena

Email: manjutaurus1986@gmail.com

I agree to participate in this study under the conditions set out in the Participant Information Sheet.

Signed:

Date:

APPENDIX 11: PILOT QUESTIONNAIRE

Since pilot testing helps to ensure that the data collected will enable the investigative questions to be answered (Saunders, Lewis, and Thornhill, 2007), the researcher decided to pilot test the survey questions. The researcher pilot tested the survey questions among 5 offshore employees who works in offshore industry with the aim to get maximum useful feedback as readily as possible (Munn and Drever, 1990). These 5 employees include a supervisor as well.

For pilot testing, the researcher had sent out 10 questions to the employees in the organization the researcher works for through online tool known as Survey Monkey. The feedback from the survey was positive and the employees were able to finish the survey very quickly. Overall, the employees were happy with the clarity of instructions layout, and the presentation of the questionnaire. However, considering the employees opinion, few amendments were made in the questionnaire. These amendments were made so that when the actual survey is sent out to the employees, they do not encounter any difficulties in completing the questionnaire.

The table below will summaries the changes made to few of the questions. The researcher made few changes to question 9 and 21 as per the pilot feedback. The employees also had reported that few questions were confusing. Here the researcher identified that this confusion may lead to the skipping of these questions. Therefore, the researcher rephrased the questions before sending it for actual survey. The researcher has also sent a thanking message to all the employees who participated in the pilot study.

| Question to be changed | Changes to be made | Modified Interview Questions |
|--|---|---|
| Initially question number 9 was an open-ended question for employees to respond. The initial question was as follows: - Please state the main motivation for you to perform your work better | The participants commented that this question could be open to interpretation and hence the suggestion was to modify this question | In light of the suggestion and after further analysis, the researched changed the question to What motivates you the most to perform work better and few options were given to the employees to ensure accurate response is being received. |
| Initially question number 21 was an open-ended question for employees to respond. How would you rate the top drivers of engagement | The participants commented that this question could be framed in a way to gather the main driving factor for engagement from an employees perceptive. | Hence the question was changed to "What is your top Drives of engagement" and few multiple choices were provided. |

Table: 16. Pilot questionnaires.
Source: Researcher

APPENDIX 12: GROUPING OF QUESTIONS

| Group No: | Questions | Statements |
|------------------|------------------|---|
| Group 1 | Q1 to Q6 | These questions are related to providing participants background information which is basically demographic details. |
| Group 2 | Q7 to Q11 | These questions are related to the degree of understanding employee engagement among offshore employees and how they view employee engagement. |
| Group 3 | Q12 to Q21 | These questions are related to understand the relationship between employee engagement and psychological contract. A question (Q20) was added to understand if a positive psychological contract can increase employee engagement among offshore employees. |
| Group 4 | Q22 to Q23 | These questions are related to understand if employee engagement can act as retention tool. |
| Group 5 | Q24 | This was an open-ended question to understand employees' suggestions for improving the current engagement level in your organization. |

Table: 17. Grouping of questions. Source: Researcher

APPENDIX 13: QUALITATIVE SAMPLING METHODS (NON- PROBABILITY SAMPLING)

| Forms of Non- Probability sampling | Advantages | Disadvantages |
|---|---|--|
| Accidental Sampling | Convenient | Data gathered may not represent wider picture |
| Purposive Sampling | Data gathered will reflect perspectives pertinent to enquiry being undertaken. Provide a greater depth of information. | There are chances that the data could provide a significant number of statistical procedures that might be invalid. |
| Quota Sampling | Broadly representative. | Chances of not including all the participants as participants might have been chosen based on their availability and willingness to participate. |

Table: 18. Non-Probability Sampling. Source: Anderson (2008)

APPENDIX 14: SEMI-STRUCTURED INTERVIEW QUESTIONS

Semi- structured interview questions to Senior Leaders

1. How do you define employee engagement?
2. In your view what are the main things that motivates to perform work better?
3. In your view what motivates you to offer employee engagement?
4. Why employee engagement is important?
5. What are the factors that have the most impact on employee engagement?
6. How does organization foster employee engagement for offshore employees?
7. In your view, could employee engagement increase the psychological contract between employee and employer?
8. Role of managers (immediate supervisor) in employee engagement
9. Did you notice a decline in employee engagement during difficult times (COVID, economic crisis)
10. In your view, could employee engagement act as effective retention tool?
11. What is your view on the benefit of employee engagement?
12. What are the challenges of implementing employee engagement among offshore employees?
13. In your view, what are the suggestion for improving employee engagement?

Semi- structured interview questions to Employees

1. How do you define Employee engagement?
2. What are the factors that have the most impact on employee engagement?
3. In your review, could employee engagement can increase the psychological contract between employee and employer?
4. Did you notice a decline in employee engagement during difficult times (COVID, economic crisis)
5. In your view what are the benefit of employee engagements?
6. What are the three challenges faced by employees when working offshore?
7. In your view, what are the suggestion for improving employee engagement?

APPENDIX 15: SEMI-STRUCTURE INTERVIEW THEMES (SENIOR LEADERS)

1. How do you define Employee engagement?

- For me employee engagement to meet to organizational goals which eventually increases employees trust and commitment.
- Employee engagement drives both employees and organizational performance thus exert extra energy in their work which makes employees more involved and increases job satisfaction.
- Employee engagement is a tool motivation where employees feel included, valued, part of the organization, feels them committed and increases trust and creates full job satisfaction.

2. In your view what are the main things that motivates to perform work better?

- High perform employees exists within the business when they were able to go above and beyond expectations. However, employees will generate these discretionary efforts when they are valued.
- Employee engagement is not formally needed to carry out any job, but it is the sign that is linked with discretionary efforts whereby the employees exercise trust, commitment and thus goes above and beyond to carry out their job.
- Positive attitude, good salary, leadership engagement, positive energy, enthusiasm, excitement all contributes and motivates employees to perform their work better.

3. In your view what motivates to offer employee engagement.

- Employee engagement is the sign that is linked with discretionary efforts which is not formally required as part of the job, but a form of psychological contract between the employee and the employer. This is the driving factor for organization to promote employee engagement.

- Ensures a happy workforce where they will have a sense of belonging as employee engagement brings positive attitude which drives energy, enthusiasm, excitement, and friendly to everybody and does their work.
- Generates a high performing team who works hard and contributes to organization's success. One of the Senior Leader commented that in this volatile market situation, organization would need people who are committed to do the very best they can and takes ownership of that and who are full of positivity as this positivity influence others around the individual. Due to these reasons, the Senior Leader believes that offering engagement opportunity is a great thing.

4. Why employee engagement is important?

- Employee engagement is a thriving non-financial benefit that will have a major impact on offshore employees who works in isolation.
- Employee engagement brings the whole employees together and works together to achieve a common goal.
- Employee engagement links to various other positive attributes like motivation, commitment, trust etc. and through employee engagement, an organization benefits from multiple things.
- One of the leaders also stated that low employee engagement results in many issues including impact in productivity, efficiency, disengagement etc., however, it could also result in employee relation issues including conducting disciplinary process. The leader gave an example where an employee violated a procedure which could have an impact on safety. The disciplinary process was followed which revealed that employee was disengaged and as a result subject to making mistakes.

5. How does organization foster employee engagement for offshore employees?
 - The current level of engagement is low; however, the organization is planning to encourage open and two-way communication.
 - Started many initiatives to reinforce organizational culture and commitment which includes knowledge sharing, showing employee appreciation and thus creating a sense of belonging for the employees.
 - Increase connectivity and management to be more visible.
6. What are the factors that have the most impact on employee engagement?
 - Recognition
 - Honesty
 - Responsibility
 - Employee participation
 - Trust
 - Teamwork
 - Incentives
 - Training opportunities
 - Career growth and consistently outperform and set new standards
7. In your review, could employee engagement increase the psychological contract between employee and employer?
 - Employee engagement has a significant role in increasing employee-employer relationship and psychological contract.

- Employee engagement increases psychological contract by increasing employee-employer attachment.
 - There are various factors associated with the employee-employer relationship and psychological contract which includes good communication, recognition, involvement, relationship with the manager, commitment and motivation from the employees, feedback, involvement, rewards, training and development, trust, future opportunities are positively linked to employee engagement.
8. Role of managers (immediate supervisor) in employee engagement.
- Provide encouragement and support to the offshore employees. The Company is committed to ensure that managers from all levels are provided appropriate training to enhance their skills to achieve this.
 - Should involve employees in open discussion and thus develop mutual trust.
 - Should set direction and influence people.
9. Did you notice a decline in employee engagement during difficult times (COVID, economic crisis)
- Noticed a decline in the employee-employer relationship
 - Strategy for regular communication with offshore team was established. One of the leaders commented that more emphasis was given on employee's safety.
 - Wellbeing calls were initiated where manager connected with offshore employees.
 - The Leaders acknowledged that even with the measures they have put in place, employee engagement was poor. The absence of pay increase in 2020 and 2021 had also contributed to this.
 - Employees were provided with appropriate support including wellbeing support, COVID bonus, payment for hotel isolation etc.

- One of the leaders commented that their business was badly impacted and hence the business had to implement temporary measures like furlough, reduction in pay etc.

10 In your view, could employee engagement could at as effective retention tool?

- Employee engagement has a positive effect on recruitment and retraining.
- Retention of employees minimize cost associated with retraining.
- Employee engagement helps to attract skilled employees to the organization.

11 What is your view on the benefit of employee engagements?

- Improved work environment and culture
- Increase productivity
- Satisfy employee demands
- Positive impact on employee's motivation, job satisfaction and commitment
- Obtaining a motivated workforce
- Effective leadership
- Good employer brand
- Reduce absenteeism and increase productivity
- Reduce turnover/retain top talent

12 What are the challenges of implementing employee engagement among offshore employees?

- Lack of face-to-face interaction between the employee and employer
- Very time consuming, as management felt they had to be continuously available to employees whilst carrying out their own jobs and hence time management was essential

- External factors contribute to the level of employee engagement among employees
- Less efforts to understand employee requirements and how to provide feedback
- Engagement level drops and hence immediate line manager should always ensure employees are OK and understand their needs
- Poor downward communication

13 In your view, what are the suggestion for improving employee engagement?

- Visible leadership and provide regular feedback.
- Improve communication
- Promote company culture
- Ensure organizational goals are cascaded across the workforce
- Provide regular feedback
- One of the leaders commented that the organization has recently started to carry out exit interviews to understand the reason for employees leaving the organization and any link with employee engagement.

APPENDIX 16: SEMI-STRUCTURED INTERVIEW THEMES - EMPLOYEES

1. How do you define Employee engagement?

- My performance increases and thus I am motivated, and my job satisfaction is also great.
- Employee engagement drives commitment and gives me a sense of belonging to the organization and drives my performance as well.
- Trust is vital and employee engagement plays a part which also increases motivation level, performance, and job satisfaction.
- It boosts my job satisfaction, trust commitment and makes me more involved in my job.
- From my personal experience, employee engagement increases my motivation, drives my performance, increases job satisfaction and commitment.
- Employee engagement drives performance, job satisfaction, commitment, and trust.
- I define employee engagement to an instrument that increases motivation, value to the organization, job satisfaction and commitment.

2. What are the factors that have the most impact on employee engagement?

- Employee voice
- Company culture
- Career opportunity
- Wellbeing
- Communication
- Reward and Recognition

- Training and development
 - Leadership
3. In your review, could employee engagement can increase the psychological contract between employee and employer?
- Increases positive impact on relationship with employer
 - Increases productivity and commitment
 - Employee engagement increases positive impact on the relationship with the employer which subsequently increases productivity and commitment.
4. Role of managers (immediate supervisor) in employee engagement
- Lack of support and motivation from the immediate manager. Hence their role should be to support and empower the workforce.
 - Should be seen as a go to person for everything.
 - The manager should guide and be able to influence people as they should exhibit right leadership skills.
5. Did you notice a decline in employee engagement during difficult times (COVID, economic crisis)
- Decline in the level of employee engagement.
 - Communication from the management and the organization were poor where an employee commented that “weak or non-existent communication with workers”.
 - Employees have felt that the empathy shown by the employer towards employees’ concerns were not genuine.
 - Lack of acknowledgment (reward or recognition).

- Few employees commented that their employees were so supportive, paid for hotel isolation and have received COVID bonus during the pandemic. However, in contrast to this other employee have stated that they have not received any incentives.

6. In your view on the benefit of employee engagements

- Create a positive attitude towards work
- Work-life balance
- Boosts morale
- Commitment
- Motivation
- Feels valued and appreciated
- Recognition
- Produces discretionary efforts
- Positive feeling to be at work

7. Three challenges faced by employees when working offshore?

- Isolation from family and onshore colleagues
- Delay in response from onshore management
- Not kept updated with communication

8. In your view, what are the suggestion for improving employee engagement?

- Strong leadership
- Involvement

- Ensure well-being
- Recognition
- Management or immediate line manager's visit to offshore
- One of the employees further added that the management sometimes do not fully recognize employees' efforts. Some employees believed that the incentive system was not fair or transparent enough, and some suggested skillful behavior and collaboration between employee and employer to promote intrinsic rewards.
- In addition, non-monetary rewards, such as recognition by peers are not common.

APPENDIX 17: GENERAL DEMOGRAPHIC ANALYSIS - SENIOR LEADERS

| Participants | Age | Gender | Work experience | Experience as Senior Leader | Sector |
|---------------------|------------|---------------|------------------------|------------------------------------|-----------------------------|
| Participant 1 | 46 | F | 21 | 8 | Oil and Gas Operator |
| Participant 2 | 51 | M | 23 | 14 | Oil and Gas Service Company |
| Participant 3 | 49 | M | 24 | 11 | Oil and Gas Service Company |

Table: 19. Demographic Analysis – Senior Leaders

APPENDIX 18: GENERAL DEMOGRAPHIC ANALYSIS - DATA GATHERING – SENIOR LEADERS

| Participants | Business Type | Job Category | Interview time |
|---------------------|-----------------------------|----------------------------|-----------------------|
| Participant 1 | Oil and Gas Operator | Director | 45 minutes |
| Participant 2 | Oil and Gas Service Company | Senior Operational Manager | 47 minutes |
| Participant 3 | Oil and Gas Service Company | Director | 42 minutes |

Table: 20. Demographic – Data gathering – Senior Leaders

APPENDIX 19: GENERAL DEMOGRAPHIC ANALYSIS - EMPLOYEES

| Participants | Age | Gender | Work experience offshore | Sector |
|---------------------|------------|---------------|---------------------------------|-----------------------------|
| Participant 1 | 34 | F | 5 | Oil and Gas Operator |
| Participant 2 | 51 | M | 27 | Oil and Gas Service Company |
| Participant 3 | 57 | M | 33 | Oil and Gas Service Company |
| Participant 4 | 44 | M | 23 | Oil and Gas Service Company |
| Participant 5 | 59 | M | 36 | Oil and Gas Operator |
| Participant 6 | 42 | M | 19 | Oil and Gas Service Company |
| Participant 7 | 39 | M | 17 | Oil and Gas Service Company |

Table 21: Demographic Analysis – Employees

APPENDIX 20: GENERAL DEMOGRAPHIC ANALYSIS - DATA GATHERING - EMPLOYEES

| Participant | Business Type | Job Category | Interview Time |
|--------------------|-----------------------------|---------------------|-----------------------|
| Participant 1 | Oil and Gas Operator | Team Lead | 35 minutes |
| Participant 2 | Oil and Gas Service Company | Technician | 34 minutes |
| Participant 3 | Oil and Gas Service Company | Technician | 39 minutes |
| Participant 4 | Oil and Gas Service Company | Technician | 45 minutes |
| Participant 5 | Oil and Gas Operator | Technician | 36 minutes |
| Participant 6 | Oil and Gas Service Company | Lead Technician | 33 minutes |
| Participant 7 | Oil and Gas Service Company | Lead Technician | 41 minutes |

Table 22: Demographic – Data gathering – Employees

APPENDIX 21: DEFINING EMPLOYEE ENGAGEMENT

| | | Motivated | Involvement | Drives Performance | Job satisfaction | Trust | Commitment |
|----------------|---------------|-----------|-------------|--------------------|------------------|-------|------------|
| Senior Leaders | Participant 1 | X | | | | X | X |
| | Participant 2 | | X | X | X | | |
| | Participant 3 | X | X | | X | X | X |
| Employees | Participant 1 | X | | X | X | | |
| | Participant 2 | | X | X | | | X |
| | Participant 3 | X | | X | X | X | |
| | Participant 4 | | X | | X | X | X |
| | Participant 5 | X | | X | X | | X |
| | Participant 6 | | | X | X | X | X |
| | Participant 7 | X | X | | X | | X |

Table 23: Defining employee engagement.

APPENDIX 22: IMPORTANCE OF EMPLOYEE ENGAGEMENT

| |
|--|
| <p>Employee engagement is a thriving non-financial benefit that will have a major impact on offshore employees who works in isolation.</p> |
| <p>Employee engagement brings the whole employees together and works together to achieve a common goal.</p> |
| <p>Employee engagement links to various other positive attributes like motivation, commitment, trust etc. and through employee engagement, an organization benefits from multiple things.</p> |
| <p>One of the leaders also stated that low employee engagement results in many issues including impact in productivity, efficiency, disengagement etc., however, it could also result in employee relation issues including conducting disciplinary process. The leader gave an example where an employee violated a procedure which could have an impact on safety. The disciplinary process was followed which revealed that employee was disengaged and as a result subject to making mistakes.</p> |

Table: 24. Importance of employee engagement

APPENDIX 23: HOW ORGANIZATION FOSTER EMPLOYEE ENGAGEMENT FOR OFFSHORE EMPLOYEES

| |
|---|
| One of the Senior Leader advised that the current level of engagement is low, however the organization is planning to encourage open and two-way communication. |
| Started many initiatives to reinforce organizational culture and commitment which includes knowledge sharing, showing employee appreciation and thus creating a sense of belonging for the employees. |
| Increase connectivity and management to be more visible. |

Table: 25. Fostering employee engagement

APPENDIX 24: FACTORS THAT HAVE THE MOST IMPACT ON EMPLOYEE ENGAGEMENT

| Employee's view | Employer's view |
|--------------------------|--|
| Employee voice | Employee participation |
| Company culture | Honesty |
| Career opportunity | Career growth and consistently outperform and set new standards. |
| Wellbeing | Responsibility |
| Communication | Trust |
| Reward and recognition | Incentives, Recognition |
| Training and development | Training opportunities |
| Leadership | Teamwork |

Table 26: Factors that have the most impact on employee engagement

APPENDIX 25: EMPLOYEE ENGAGEMENT AND PSYCHOLOGICAL CONTRACT BETWEEN EMPLOYER AND EMPLOYEES

| Employee's view | Employer's view |
|---|---|
| Increases positive impact on relationship with employer | Employee engagement has a significant role in increasing employee-employer relationship and psychological contract. |
| Increases productivity and commitment | Employee engagement increases psychological contract by increasing employee-employer attachment. |
| Employee engagement increases positive impact on the relationship with the employer which subsequently increases productivity and commitment. | There are various factors associated with the employee-employer relationship and psychological contract which includes good communication, recognition, involvement, relationship with the manager, commitment and motivation from the employees, feedback, involvement, rewards, training and development, trust, future opportunities are positively linked to employee engagement. |

Table 27: Employee engagement and psychological contract between employer and employees

APPENDIX 26: ROLE OF MANAGERS (IMMEDIATE SUPERVISOR) IN EMPLOYEE ENGAGEMENT

| Employee's view | Employer's view |
|---|--|
| Lack of support and motivation from the immediate manager. Hence their role should be to support and empower the workforce. | Provide encouragement and support to the offshore employees. The Company is committed to ensure that managers from all levels are provided appropriate training to enhance their skills to achieve this. |
| Should be seen as a go to person for everything. | Should involve employees in open discussion and thus develop mutual trust. |
| The manager should guide and be able to influence people as they should exhibit right leadership skills. | Should set direction and influence people. |

Table 28: Role of managers (immediate supervisor) in employee engagement

APPENDIX 27: ISSUES/DECLINE IN EMPLOYEE ENGAGEMENT DURING COVID AND ECONOMIC CRISIS

| Employee's view | Employer's view |
|---|---|
| Decline in the level of employee engagement | Noticed a decline in the employee-employer relationship |
| Communication from the management and the organization were poor where an employee commented that " <i>weak or non-existent communication with workers.</i> " | Strategy for regular communication with offshore team was established. One of the leaders commented that more emphasis was given on employee's safety. |
| Employees have felt that the empathy shown by the employer towards employees' concerns were not genuine | Wellbeing calls were initiated where manager connected with offshore employees. |
| Lack of acknowledgment (reward or recognition) | The leaders acknowledged that even with the measures they have put in place, employee engagement was poor. The absence of pay increase in 2020 and 2021 had also contributed to this. |
| Few employees commented that their employees were so supportive, paid for hotel isolation and have received COVID bonus during the pandemic. | Employees were provided with appropriate support including wellbeing support, COVID bonus, payment for hotel isolation etc. |

| | |
|---|---|
| However, in contrast to this other employee have stated that they have not received any incentives. | One of the leaders commented that their business was badly impacted and hence the business had to implement temporary measures like furlough, reduction in pay etc. |
|---|---|

Table 29: Issues/decline in employee engagement during COVID and economic crisis

APPENDIX 28: EMPLOYEE ENGAGEMENT AS EFFECTIVE RETENTION TOOL

| |
|---|
| Employee engagement has a positive effect on recruitment and retention. The leader advised that in the past 3 years, the organization has spent a huge cost on recruitment activities to backfill the positions due to employee's leaving the organization. |
| Retention of employees minimize cost associated with retraining. |
| Employee engagement helps to attract skilled employees to the organization. |

Table 30: Employee Engagement as effective Retention tool

APPENDIX 29: BENEFITS OF EMPLOYEE ENGAGEMENT

| Employee's view | Employer's view |
|--|---|
| Create a positive attitude toward work | Improved work environment and culture |
| Work-life balance | Increase productivity |
| Boosts morale | Satisfy employee demands |
| Commitment | Positive impact on employee's motivation, job satisfaction and commitment |
| Motivation | Obtaining a motivated workforce |
| Feels valued and appreciated | Effective leadership |
| Recognition | Good employer brand |
| Produces discretionary efforts | Reduce absenteeism and increase productivity |
| Positive feeling to be at work | Reduce Turnover/Retain top talent |

Table 31: Employee's and Employer's view on the benefit of employee engagements

APPENDIX 30: CHALLENGES OF IMPLEMENTING EMPLOYEE ENGAGEMENT AMONG OFFSHORE EMPLOYEES

| |
|---|
| Lack of face-to-face interaction between the employee and employer |
| Very time consuming, as management felt they had to be continuously available to employees whilst carrying out their own jobs and hence time management was essential |
| External factors contribute to the level of employee engagement among employees |
| Less efforts to understand employee requirements and how to provide feedback |
| Engagement level drops and hence immediate line manager should always ensure employees are OK and understand their needs. |
| Poor downward communication. |

Table 32: Challenges of implementing employee engagement among offshore employees

APPENDIX 31: CHALLENGES FACED BY EMPLOYEES WHEN WORKING OFFSHORE

| |
|--|
| Isolation from family and onshore colleagues |
| Delay in response from onshore management |

Table 33: Challenges faced by employees when working offshore

APPENDIX 32: SUGGESTION FOR IMPROVING EMPLOYEE ENGAGEMENT

| Employee's view | Employer's view |
|--|--|
| Strong leadership | Visible leadership and provide regular feedback |
| Involvement | Improve communication |
| Ensure well-being | Promote company culture |
| Recognition | Ensure organizational goals are cascaded across the workforce |
| Management or immediate line manager's visit to offshore | One of the leaders commented that the organization has recently started to carry out exit interviews to understand the reason for employees leaving the organization and any link with employee engagement |

Table 34: Suggestion for improving employee engagement

APPENDIX 33: DATA FROM OPEN-ENDED QUESTION - SUGGESTION FOR IMPROVING CURRENT ENGAGEMENT LEVEL

| |
|---|
| Improve communication and strong and positive leadership |
| Listen to the employees for their suggestion |
| Management and leaders to connect with the employees by visiting offshore |
| Support employee’s well-being |
| Ask the employees if they have the appropriate resources and tools to carry out the job |
| Employer to monitor employee’s career progression and provide appropriate training |
| Reward and Recognition |
| Open discussion with the employees to understand if they like the job and if everyone is in the right role. |

Table 35: Suggestion for improving current engagement level

APPENDIX 34: DATA CODING THEMES EMERGED FROM THE SEMI-STRUCTURED INTERVIEW DATA ANALYSIS (SENIOR LEADERS)

| Theme | Codes | Questions satisfying research questions |
|--------------------------------|--|--|
| EMPLOYEE ENGAGEMENT | Defining Employee engagement | Q.1 |
| WORK MOTIVATION | Motivates to perform work better | Q.2 |
| EMPLOYEE ENGAGEMENT MOTIVATION | Motivation to offer employee engagement | Q.3 |
| IMPORTANCE | Importance of employee engagement | Q.4 |
| FACTORS | Factors that have the most impact on employee engagement | Q.5 |

| | | |
|------------------------|---|------|
| FOSTER | Organization fosters employee engagement for offshore employees | Q.6 |
| PSYCHOLOGICAL CONTRACT | Employee engagement increase psychological contract between employee and employer | Q.7 |
| MANAGER ROLE | Role of managers (immediate supervisor) in employee engagement | Q.8 |
| DECLINE | Decline in employee engagement during difficult times | Q.9 |
| RETENTION | Employee engagement as effective retention tool | Q.10 |
| BENEFITS | Benefit of employee engagement | Q.11 |
| CHALLENGES | Challenges of implementing employee engagement among offshore employees | Q.12 |
| SUGGESTIONS | Suggestion for improving employee engagement | Q.13 |

Table: 36. Data coding themes emerged from the semi-structure interview data analysis (Senior Leaders)

APPENDIX 35: DATA CODING THEMES EMERGED FROM THE SEMI-STRUCTURED INTERVIEW DATA ANALYSIS (EMPLOYEES)

| Theme | Codes | Questions satisfying research questions |
|------------------------|---|--|
| EMPLOYEE ENGAGEMENT | Defining Employee engagement | Q.1 |
| FACTORS | Factors that have the most impact on employee engagement | Q.2 |
| PSYCHOLOGICAL CONTRACT | Employee engagement increase psychological contract between employee and employer | Q.3 |

| | | |
|-------------|---|-----|
| DECLINE | Decline in employee engagement during difficult times | Q.4 |
| BENEFITS | Benefit of employee engagement | Q.5 |
| CHALLENGES | Three challenges faced by employees when working offshore | Q.6 |
| SUGGESTIONS | Suggestion for improving employee engagement | Q.7 |

Table: 37. Data coding themes emerged from the semi-structure interview data analysis (Employees)

APPENDIX 36: THEMES EMERGED FROM THE SEMI-STRUCTURED INTERVIEW DATA ANALYSIS (SENIOR LEADERS)

Question 1: How do you define Employee engagement?

| Theme | Codes |
|---------------------|--|
| EMPLOYEE ENGAGEMENT | For me employee engagement to meet to organizational goals which eventually increases employees trust and commitment |
| | Employee engagement drives both employees and organizational performance thus exert extra energy in their work which makes employees more involved and increases job satisfaction |
| | Employee engagement is a tool that motivates where employees feel included, valued, part of the organization, feels them committed and increases trust and creates full job satisfaction |

Table: 38. Themes emerged from the semi-structure interview data analysis (Senior Leaders)

Question 2: In your view what are the main things that motivates to perform work better?

| Theme | Codes |
|-----------------|---|
| WORK MOTIVATION | High perform employees exists within the business when they were able to go above and beyond expectations. However, employees will generate these discretionary efforts when they are valued. |
| | Employee engagement is not formally needed to carry out any job, but it is the sign that is linked with discretionary efforts whereby the employees exercise trust, commitment and thus goes above and beyond to carry out their job. |
| | Positive attitude, good salary, leadership engagement, positive energy, enthusiasm, excitement all contributes and motivates employees to perform their work better. |

Table: 39. Main things that motivates to perform work better.

Question 3: In your view what motivates to offer employee engagement.

| Theme | Codes |
|--------------------------------|--|
| EMPLOYEE ENGAGEMENT MOTIVATION | Employee engagement is the sign that is linked with discretionary efforts which is not formally required as part of the job, but a form of psychological contract between the employee and the employer. This is the driving factor for organization to promote employee engagement. |
| | Ensures a happy workforce where they will have a sense of belongings as employee engagement brings positive attitude which drives energy, enthusiasm, excitement, and friendly to everybody and does their work. |
| | Generates a high performing team who works hard and contributes to organization's success. The Senior Leader commented that in this volatile market situation, organization would need people who are committed to do the very best they can and takes ownership of that and who are full of positivity as this positivity influence others around the individual. Due to these reasons, the Senior Leader believes that offering engagement opportunity is a great thing. |

Table: 40. Motivation to offer employee engagement.

Question 4: Why employee engagement is important?

| Theme | Codes |
|------------|--|
| IMPORTANCE | Employee engagement is a thriving non-financial benefit that will have a major impact on offshore employees who works in isolation. |
| | Employee engagement brings the whole employees together and works together to achieve a common goal. |
| | Employee engagement links to various other positive attributes like motivation, commitment, trust etc and through employee engagement, an organization benefits from multiple things. |
| | One of the leaders also stated that low employee engagement results in many issues including impact in productivity, efficiency, disengagement etc, however, it could also result in employee relation issues including conducting disciplinary process. The leader gave an example where an employee violated a procedure which could have an impact on safety. The disciplinary process was followed which revealed that employee was disengaged and as a result subject to making mistakes. |

Table: 41. Importance of employee engagement

Question 5: How does organization foster employee engagement for offshore employees?

| Theme | Codes |
|--------|---|
| FOSTER | The current level of engagement is low; however, the organization is planning to encourage open and two-way Communication. |
| | Started many initiatives to reinforce organizational culture and commitment which includes knowledge sharing, showing employee appreciation and thus creating a sense of belonging for the employees. |
| | Increase connectivity and management to be more visible. |

Table: 42. Fostering employee engagement.

Question 6: What are the factors that have the most impact on employee engagement?

| Theme | Codes |
|---------|---|
| FACTORS | Recognition |
| | Honesty |
| | Responsibility |
| | Employee participation |
| | Trust |
| | Teamwork |
| | Incentives |
| | Training opportunities |
| | Career growth and consistently outperform and set new standards |

Table: 43. Factors that have impact on employee engagement.

Question 7: In your review, could employee engagement can increase the psychological contract between employee and employer?

| Theme | Codes |
|------------------------|---|
| PSYCHOLOGICAL CONTRACT | Employee engagement has a significant role in increasing employee-employer relationship and psychological contract |
| | Employee engagement increases psychological contract by increasing employee-employer attachment |
| | There are various factors associated with the employee-employer relationship and psychological contract which includes good communication, recognition, involvement, relationship with the manager, commitment and motivation from the employees, feedback, involvement, rewards, training and development, trust, future opportunities are positively linked to employee engagement. |

Table: 44. Employee engagement and psychological contract.

Question 8: Role of managers (immediate supervisor) in employee engagement.

| Theme | Codes |
|--------------|--|
| MANAGER ROLE | Provide encouragement and support to the offshore employees. The Company is committed to ensure that managers from all levels are provided appropriate training to enhance their skills to achieve this. |
| | Should involve employees in open discussion and thus develop mutual trust. |
| | Should set direction and influence people. |

Table: 45. Role of managers in employee engagement

Question 9: Did you notice a decline in employee engagement during difficult times (Covid, economic crisis)

| Theme | Codes |
|---------|---|
| DECLINE | Noticed a decline in the employee-employer relationship |
| | Strategy for regular communication with offshore team was established. One of the leaders commented that more emphasis was given on employee's safety. |
| | Wellbeing calls were initiated where manager connected with offshore employees. |
| | The Leaders acknowledged that even with the measures they have put in place, employee engagement was poor. The absence of pay increase in 2020 and 2021 had also contributed to this. |
| | Employees were provided with appropriate support including wellbeing support, Covid bonus, payment for hotel isolation etc. |
| | One of the leaders commented that their business was badly impacted and hence the business had to implement temporary measures like furlough, reduction in pay etc. |

Table: 46. Decline in employee engagement.

Question 10: In your view, could employee engagement could at as effective retention tool?

| Theme | Codes |
|-----------|--|
| RETENTION | Employee engagement has a positive effect on recruitment and retraining. The leader advised that in the past 3 years, the organization has spent a huge cost on recruitment activities to backfill the positions due to employee’s leaving the organization. |
| | Retention of employees minimize cost associated with retraining |
| | Employee engagement helps to attract skilled employees to the organization |

Table: 47. Employee engagement as effective retention tool.

Question 11: What is your view on the benefit of employee engagements?

| Theme | Codes |
|----------|---|
| BENEFITS | Improved work environment and culture |
| | Increase productivity |
| | Satisfy employee demands |
| | Positive impact on employee’s motivation, job satisfaction and commitment |
| | Obtaining a motivated workforce |
| | Effective leadership |
| | Good employer brand |
| | Reduce absenteeism and increase productivity |
| | Reduce turnover/retain top talent |

Table: 48. Benefit of employee engagement.

Question 12: What are the challenges of implementing employee engagement among offshore employees?

| Theme | Codes |
|------------|--|
| CHALLENGES | Lack of face-to-face interaction between the employee and employer |
| | External factors contribute to the level of employee engagement among employees |
| | Less efforts to understand employee requirements and how to provide feedback |
| | Engagement level drops and hence immediate line manager should always ensure employees are OK and understand their needs |
| | Poor downward communication |

Table: 49. Challenges of implementing employee engagement among offshore employees

Question 13: In your view, what are the suggestion for improving employee engagement?

| Theme | Codes |
|-------------|--|
| SUGGESTIONS | Visible leadership and provide regular feedback. |
| | Improve communication |
| | Promote company culture |
| | Ensure organizational goals are cascaded across the workforce |
| | One of the leaders commented that the organization has recently started to carry out exit interviews to understand the reason for employees leaving the organization and any link with employee engagement |

Table: 50. Suggestion for improving employee engagement

**APPENDIX 37: THEMES EMERGED FROM THE SEMI-STRUCTURED INTERVIEW DATA ANALYSIS
(EMPLOYEES)**

Question 1: How do you define Employee engagement?

| Theme | Codes |
|---------------------|--|
| EMPLOYEE ENGAGEMENT | My performance increases and thus I am motivated, and my job satisfaction is also great |
| | Employee engagement drives commitment and gives me a sense of belongings to the organization and drives my performance as well |
| | Trust is vital and employee engagement plays a part which also increases motivation level, performance, and job satisfaction |
| | It boosts my job satisfaction, trust commitment and makes me more involved in my job |
| | From my personal experience, employee engagement increases my motivation, drives my performance, increases job satisfaction and commitment |
| | Employee engagement drives performance, job satisfaction, commitment, and trust |
| | I define employee engagement to an instrument that increases motivation, value to the organization, job satisfaction and commitment |

Table: 51. Defining employee engagement

Question 2: What are the factors that have the most impact on employee engagement?

| Theme | Codes |
|---------|--------------------------|
| FACTORS | Employee voice |
| | Company culture |
| | Career opportunity |
| | Wellbeing |
| | Role clarity |
| | Communication |
| | Reward and Recognition |
| | Training and development |
| | Leadership |

Table: 52. Factors that have the most impact on employee engagement

Question 3: In your review, could employee engagement can increase the psychological contract between employee and employer?

| Theme | Codes |
|------------------------|---|
| PSYCHOLOGICAL CONTRACT | Increases positive impact on relationship with employer |
| | Increases productivity and commitment |
| | Employee engagement increases positive impact on the relationship with the employer which subsequently increases productivity and commitment. |

Table: 53. Employee engagement and psychological contract.

Question 4: Role of managers (immediate supervisor) in employee engagement

| Theme | Codes |
|--------------|---|
| MANAGER ROLE | Lack of support and motivation from the immediate manager. Hence their role should be to support and empower the workforce. |
| | Should be seen as a go to person for everything. |
| | The manager should guide and be able to influence people as they should exhibit right leadership skills. |

Table: 54. Role of managers in employee engagement

Question 5: Did you notice a decline in employee engagement during difficult times

| Theme | Codes |
|---------|--|
| DECLINE | Decline in the level of employee engagement. |
| | Communication from the management and the organization were poor where an employee commented that "weak or non-existent communication with workers". |
| | Employees have felt that the empathy shown by the employer towards employees' concerns were not genuine. |
| | Lack of acknowledgment (reward or recognition). |
| | Few employees commented that their employees were so supportive, paid for hotel isolation and have received Covid bonus during the pandemic. However, in contrast to this other employee have stated that they have not received any incentives. |

Table: 55. Decline in employee engagement

Question 6: In your view on the benefit of employee engagement

| Theme | Codes |
|----------|--|
| BENEFITS | Create a positive attitude towards work |
| | Work-life balance |
| | Boosts morale |
| | Commitment |
| | Motivation |
| | Feels valued and appreciated |
| | Recognition |
| | Produces discretionary efforts Positive feeling to be at work |

Table: 56. Benefit of employee engagements

Question 7: Three challenges faced by employees when working offshore?

| Theme | Codes |
|------------|--|
| CHALLENGES | Isolation from family and onshore colleagues |
| | Delay in response from onshore management |
| | Not kept updated with communication |

Table: 57. Three challenges faced by employees when working offshore

Question 8: In your view, what are the suggestion for improving employee engagement?

| Theme | Codes |
|------------|---|
| SUGGESTION | Strong leadership |
| | Involvement |
| | Ensure wellbeing |
| | Recognition |
| | Management or immediate line manager's visit to offshore |
| | Management sometimes do not fully recognize employees' efforts. Some employees believed that the incentive system was not fair or transparent enough, and some suggested skillfull behavior and collaboration between employee and employer to promote intrinsic rewards. |
| | In addition, non-monetary rewards, such as recognition by peers are not common. |

Table: 58. Suggestion for improving employee engagement

APPENDIX: 38 - QUESTIONNAIRE

Section A: Employee Background Information

1. Please indicate your age within the range
21 – 29 30 – 39
40 – 49 50 – 59
60+

2. Please indicate your gender
Male Female

3. Current employment mode
Full time Part time

4. What is your level within the organization?
Individual contributor Professional
Supervisor Team Leader
Manager Others

5. How long have you been working in the offshore industry?
Less than 1 year 1 – 5 years
6 – 10 years 11 – 15 years
16 – 20 years 20 + years

6. How long have you been working with the current organization?
Less than 1 year 1 – 5 years
6 – 10 years 11 – 15 years
16 – 20 years 20 + years

Section B: Employee Engagement among offshore employees

7. Do you find your work engaging?

Yes No Prefer not to tell

8. Do you perceive employee engagement as beneficial?

Yes No Prefer not to tell

9. What motivates you the most to perform work better?

Flexible working Positive employee engagement
Training opportunities Pay
Friendly work culture

10 Do you feel isolated from your work colleagues as you are working remotely offshore?

Yes No Prefer not to tell

11 Do you feel isolated from your company and job in general since working away from the office environment?

Yes No Prefer not to tell

Section C: Relationship Between Employee Engagement & Psychological Contract

12 To what extent do you agree that employee engagement has a positive impact on your relationship with your employer?

Strongly agree Agree
Neutral Disagree
Strongly disagree

13 For the following statement, please tick the box that matches your view most closely:

Employee engagement increases my commitment towards work

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Employee engagement makes me to enjoy a better physical and mental health.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Employee engagement makes me more satisfied towards work.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Employee engagement increases my motivation towards work

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

Employee engagement improves my productivity

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

14 I receive all the necessary training to aid my development.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

15 I receive the information and communication needed to do my job.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

16 I am fairly rewarded for my efforts at work.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

17 I feel recognized for my hard work and successes at work.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

18 I receive support from my immediate Line Manager.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

19 I have good relationship with my immediate Line Manager.

Strongly agree

Agree

Neutral

Disagree

Strongly disagree

20 To what extent do you agree that a positive psychological contract (mutual beliefs, perceptions, and informal obligations between you and the employer) can increase employee engagement towards work?

- Strongly agree Agree
Neutral Disagree
Strongly disagree

21 What is your top Drivers of engagement?

- Working for the "Right" Manager
Fair Treatment Work that enables my Growth
Being well paid My voice is heard
Workplace that is enjoyable
Leadership Safety All of the above

SECTION C: Employee Engagement & Retention

22 All other conditions being equal, would you consider moving to a job outside of Oil and Gas Industry?

- Yes No Prefer not to tell

23 If so, what is your main reason for moving to a job outside of Oil and Gas Industry?

- Job Security Lack of Career Progression
Pay Work Isolation
External Factors Work Life Balance
Safety

24 Do you have any suggestions for improving the current engagement level in your organization?

Comment:

Thank you for taking time to complete these questions. Please return your completed questionnaire by

14th June 2022

APPENDIX 39: OVERALL SUMMARY OF QUESTIONNAIRE RESULTS

Question 1: Participants age

| Answer Options | Response Count | Response Percent |
|-------------------|----------------|------------------|
| 21 - 29 | 7 | 10% |
| 30 - 39 | 10 | 14% |
| 40 - 49 | 23 | 33% |
| 50 - 59 | 21 | 30% |
| 60 + | 9 | 13% |
| Answered Question | 70 | |
| Skipped Question | 0 | |

Table: 59. Employees age
Source: Survey Monkey

Question 2: Please indicate your gender

| Answer Options | Response Count | Response Percent |
|-------------------|----------------|------------------|
| Male | 69 | 99% |
| Female | 1 | 1% |
| Answered Question | 70 | |
| Skipped Question | 0 | |

Table: 60. Gender division of employees
Source: Survey Monkey

Question 3: Current employment mode

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Full Time | 61 | 87% |
| Part Time | 9 | 13% |
| Answered Question | 70 | |
| Skipped Question | 0 | |

Table: 61. Working mode of employee
Source: Survey Monkey

Question 4: What is your level within the organization?

| Answer Options | Response Count | Response Percent |
|------------------------|-----------------------|-------------------------|
| Individual contributor | 26 | 40.63% |
| Supervisor | 23 | 35.94% |
| Team Leader | 9 | 14.06% |
| Manager | 5 | 7.81% |
| Others | 1 | 1.56% |
| Answered Question | 64 | |
| Skipped Question | 2 | |

Table: 62. Level within the organization
Source: Survey Monkey

Question 5: How long have you been working in the offshore industry?

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Less than 1 year | 4 | 5.80% |
| 1 – 5 years | 17 | 24.64% |
| 6 – 10 years | 16 | 23.19% |
| 11 – 15 years | 20 | 28.99% |
| 16 – 20 years | 4 | 5.80% |
| 20 + years | 8 | 11.59% |
| Answered Question | 69 | |
| Skipped Question | 1 | |

Table: 63. Length of service in offshore industry
Source: Survey Monkey

Question 6: How long have you been working with the current organization?

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Less than 1 year | 2 | 2.94% |
| 1 – 5 years | 24 | 35.29% |
| 6 – 10 years | 18 | 26.47% |
| 11 – 15 years | 7 | 10.29% |
| 16 – 20 years | 11 | 16.18% |
| 20 + years | 6 | 8.82% |
| Answered Question | 68 | |
| Skipped Question | 2 | |

Table: 64. Length of service in the current organization
Source: Survey Monkey

Section B: Employee Engagement among offshore employees

Question 7: Do you find your work engaging?

| Answer Options | Response Count | Response Percent |
|--------------------|----------------|------------------|
| Yes | 19 | 28.36% |
| No | 42 | 62.69% |
| Prefer not to tell | 6 | 8.96% |
| Answered Question | 67 | |
| Skipped Question | 3 | |

Table: 65. Is work engaging
Source: Survey Monkey

Question 8: Do you perceive employee engagement as beneficial?

| Answer Options | Response Count | Response Percent |
|--------------------|----------------|------------------|
| Yes | 64 | 91.43% |
| No | 6 | 8.57% |
| Prefer not to tell | 0 | 0.00% |
| Answered Question | 70 | |
| Skipped Question | 5 | |

Table: 66. Employee engagement as beneficial
Source: Survey Monkey

Question 9: What motivates you the most to perform work better?

| Answer Options | Response Count | Response Percent |
|------------------------------|-----------------------|-------------------------|
| Flexible working | 11 | 15.71% |
| Positive employee engagement | 22 | 31.43% |
| Training opportunities | 18 | 25.71% |
| Pay | 14 | 20.00% |
| Friendly work culture | 5 | 7.14% |
| Answered Question | 70 | |
| Skipped Question | 0 | |

Table: 67. Motivation to perform work better
Source: Survey Monkey

Question 10: Do you feel isolated from your work colleagues as you are working remotely offshore?

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Yes | 33 | 47.14% |
| No | 16 | 22.86% |
| Prefer not to tell | 21 | 30.00% |
| Answered Question | 70 | |
| Skipped Question | 0 | |

Table: 68. Isolation from work colleagues
Source: Survey Monkey

Question 11: Do you feel isolated from your company and job in general since working away from the office environment?

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Yes | 26 | 38.24% |
| No | 22 | 32.35% |
| Prefer not to tell | 20 | 29.41% |
| Answered Question | 68 | |
| Skipped Question | 2 | |

Table: 69. Isolation from the Company.
Source: Survey Monkey

Section C: Relationship Between Employee Engagement & Psychological Contract

Question 12: To what extent do you agree that employee engagement has a positive impact on your relationship with your employer?

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 15 | 23.08% |
| Agree | 23 | 35.38% |
| Neutral | 0 | 0.00% |
| Disagree | 15 | 23.08% |
| Strongly disagree | 12 | 18.46% |
| Answered Question | 65 | |
| Skipped Question | 5 | |

Table: 70. Employee engagement has a positive impact on your relationship with your employer
Source: Survey Monkey

Question 13: For the following statement, please tick the box that matches your view most closely:

Employee engagement increases my commitment towards work

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 32 | 47.06% |
| Agree | 91 | 13.24% |
| Neutral | 2 | 2.94% |
| Disagree | 11 | 16.18% |
| Strongly disagree | 14 | 20.59% |
| Answered Question | 68 | |
| Skipped Question | 2 | |

Table: 71. Employee engagement and commitment
Source: Survey Monkey

Employee engagement makes me to enjoy a better physical and mental health.

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 26 | 38.81% |
| Agree | 12 | 17.91% |
| Neutral | 2 | 2.99% |
| Disagree | 18 | 26.87% |
| Strongly disagree | 9 | 13.43% |
| Answered Question | 67 | |
| Skipped Question | 3 | |

Table: 72. Employee engagement and better physical and mental health
Source: Survey Monkey

Employee engagement makes me more satisfied towards work

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 35 | 52.24% |
| Agree | 6 | 8.96% |
| Neutral | 1 | 1.49% |
| Disagree | 17 | 25.37% |
| Strongly disagree | 8 | 11.94% |
| Answered Question | 67 | |
| Skipped Question | 3 | |

Table: 73. Employee engagement and job satisfaction
Source: Survey Monkey

Employee engagement increases my motivation towards work

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 20 | 29.41% |
| Agree | 17 | 26.47% |
| Neutral | 3 | 4.41% |
| Disagree | 17 | 25.00% |
| Strongly disagree | 10 | 14.71% |
| Answered Question | 68 | |
| Skipped Question | 3 | |

Table: 74. Employee engagement and motivation
Source: Survey Monkey

Employee engagement improves my productivity

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 14 | 21.54% |
| Agree | 26 | 40.00% |
| Neutral | 2 | 3.08% |
| Disagree | 15 | 23.08% |
| Strongly disagree | 8 | 12.31% |
| Answered Question | 65 | |
| Skipped Question | 5 | |

Table: 75. Employee engagement and productivity.
Source: Survey Monkey

Question 14: I receive all the necessary training to aid my development.

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 14 | 20.29% |
| Agree | 21 | 30.43% |
| Neutral | 6 | 8.70% |
| Disagree | 20 | 28.99% |
| Strongly disagree | 8 | 11.59% |
| Answered Question | 69 | |
| Skipped Question | 1 | |

Table: 76. Training to aid development.
Source: Survey Monkey

Question 15: I receive the information and communication needed to do my job.

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 8 | 12.12% |
| Agree | 17 | 25.76% |
| Neutral | 2 | 3.03% |
| Disagree | 26 | 39.39% |
| Strongly disagree | 13 | 19.70% |
| Answered Question | 66 | |
| Skipped Question | 4 | |

Table: 77. Communication to carry out the job
Source: Survey Monkey

Question 16: I am fairly rewarded for my efforts at work.

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 3 | 4.48% |
| Agree | 9 | 13.43% |
| Neutral | 11 | 16.42% |
| Disagree | 28 | 41.79% |
| Strongly disagree | 16 | 23.88% |
| Answered Question | 67 | |
| Skipped Question | 3 | |

Table: 78. Fairly rewarded at work
Source: Survey Monkey

Question 17: I feel recognized for my hard work and successes at work

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 12 | 18.18% |
| Agree | 13 | 19.70% |
| Neutral | 11 | 16.67% |
| Disagree | 22 | 33.33% |
| Strongly disagree | 8 | 12.12% |
| Answered Question | 66 | |
| Skipped Question | 4 | |

Table: 79. Recognized for hard work and successes at work
Source: Survey Monkey

Question 18: I receive support from my immediate Line Manager.

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 9 | 13.43% |
| Agree | 14 | 20.90% |
| Neutral | 9 | 13.43% |
| Disagree | 19 | 28.36% |
| Strongly disagree | 16 | 23.88% |
| Answered Question | 67 | |
| Skipped Question | 3 | |

Table: 80. Support from immediate line manager
Source: Survey Monkey

Question 19: I have good relationship with my immediate Line Manager

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 11 | 17.46% |
| Agree | 15 | 23.81% |
| Neutral | 4 | 6.35% |
| Disagree | 21 | 33.33% |
| Strongly disagree | 12 | 19.05% |
| Answered Question | 63 | |
| Skipped Question | 7 | |

Table: 81. Good relationship with line manager
Source: Survey Monkey

Question 20: To what extent do you agree that a positive psychological contract (mutual beliefs, perceptions, and informal obligations between you and the employer) can increase employee engagement towards work?

| Answer Options | Response Count | Response Percent |
|-----------------------|-----------------------|-------------------------|
| Strongly agree | 23 | 35.38% |
| Agree | 14 | 21.54% |
| Neutral | 7 | 10.77% |
| Disagree | 8 | 12.31% |
| Strongly disagree | 13 | 20.00% |
| Answered Question | 65 | |
| Skipped Question | 5 | |

Table: 82. Positive psychological contract and employee engagement
Source: Survey Monkey

Question 21: What are your top drivers of engagement?

| Answer Options | Response Count | Response Percent |
|---------------------------------|-----------------------|-------------------------|
| Working for the "Right" Manager | 7 | 10.29% |
| Fair Treatment | 5 | 7.35% |
| Work that enables my Growth | 4 | 5.88% |
| Being well paid | 9 | 13.24% |
| My voice is heard | 3 | 4.41% |
| Workplace that is enjoyable | 6 | 8.82% |
| Leadership | 8 | 11.76% |
| Safety | 7 | 10.29% |
| All of the above | 19 | 27.94% |
| Answered Question | 68 | |
| Skipped Question | 2 | |

Table: 83. Top drivers of engagement
Source: Survey Monkey

SECTION D: Employee Engagement & Retention

Question 22: All other conditions being equal, would you consider moving to a job outside of Oil and Gas industry?

| Answer Options | Response Count | Response Percent |
|--------------------|----------------|------------------|
| Yes | 41 | 59.42% |
| No | 19 | 27.54% |
| Prefer not to tell | 9 | 13.04% |
| Answered Question | 69 | |
| Skipped Question | 1 | |

Table: 84. Moving job outside Oil and Gas industry.
Source: Survey Monkey

Question 23: If so, what is your main reason for moving to a job outside of Oil and Gas Industry?

| Answer Options | Response Count | Response Percent |
|----------------------------|----------------|------------------|
| Job security | 11 | 15.94% |
| Lack of career progression | 8 | 11.59% |
| Pay | 16 | 23.19% |
| Work isolation | 13 | 18.84% |
| External factors | 11 | 15.94% |
| Safety | 2 | 2.90% |
| Work life balance | 8 | 11.59% |
| Answered Question | 69 | |
| Skipped Question | 1 | |

Table: 85. Main reason for moving job outside Oil and Gas industry
Source: Survey Monkey

APPENDIX: 40 CHI TABLE VALUE

| Degrees of freedom | Probability, p | | | | |
|--------------------|----------------|--------|--------|--------|--------|
| | 0.99 | 0.95 | 0.05 | 0.01 | 0.001 |
| 1 | 0.000 | 0.004 | 3.841 | 6.635 | 10.828 |
| 2 | 0.020 | 0.103 | 5.991 | 9.210 | 13.816 |
| 3 | 0.115 | 0.352 | 7.815 | 11.345 | 16.266 |
| 4 | 0.297 | 0.711 | 9.488 | 13.277 | 18.467 |
| 5 | 0.554 | 1.145 | 11.070 | 15.086 | 20.515 |
| 6 | 0.872 | 1.635 | 12.592 | 16.812 | 22.458 |
| 7 | 1.239 | 2.167 | 14.067 | 18.475 | 24.322 |
| 8 | 1.646 | 2.733 | 15.507 | 20.090 | 26.124 |
| 9 | 2.088 | 3.325 | 16.919 | 21.666 | 27.877 |
| 10 | 2.558 | 3.940 | 18.307 | 23.209 | 29.588 |
| 11 | 3.053 | 4.575 | 19.675 | 24.725 | 31.264 |
| 12 | 3.571 | 5.226 | 21.026 | 26.217 | 32.909 |
| 13 | 4.107 | 5.892 | 22.362 | 27.688 | 34.528 |
| 14 | 4.660 | 6.571 | 23.685 | 29.141 | 36.123 |
| 15 | 5.229 | 7.261 | 24.996 | 30.578 | 37.697 |
| 16 | 5.812 | 7.962 | 26.296 | 32.000 | 39.252 |
| 17 | 6.408 | 8.672 | 27.587 | 33.409 | 40.790 |
| 18 | 7.015 | 9.390 | 28.869 | 34.805 | 42.312 |
| 19 | 7.633 | 10.117 | 30.144 | 36.191 | 43.820 |
| 20 | 8.260 | 10.851 | 31.410 | 37.566 | 45.315 |

Table: 86. Chi table value

APPENDIX 41: THEMES FROM OPEN-ENDED QUESTIONNAIRE RESPONSE

Do you have any suggestions for improving the current engagement level in your organization?

- Improve communication and positive leadership
- Listen to the employees for their suggestion
- Management and leaders to connect with the employees
- Support employee's well-being
- Ask the employees if they have the appropriate resources and tools to carry out the job
- Employer to provide appropriate training
- Reward and recognition
- Appropriate feedback from management

APPENDIX 42: DATA CODING THEMES THAT EMERGED FROM OPEN-ENDED QUESTIONNAIRE

Question 23: Do you have any suggestions for improving the current engagement level in your organization?

| Theme | Codes |
|-------------|---|
| SUGGESTIONS | Improve communication and positive leadership |
| | Listen to the employees for their suggestion |
| | Management and leaders to connect with the employees |
| | Support employee’s well-being |
| | Ask the employees if they have the appropriate resources and tools to conduct the job |
| | Employer to provide appropriate training |
| | Reward and recognition |
| | Appropriate feedback from management |

Table: 87. Suggestions for improving the current engagement level