The Significance Of Employee Engagement In Attaining Sustainable Development Goals: A Bibliometric Analysis

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Abstract

Human Resources form an integral part of any business organization whether big, small or medium. It is the people who can make or break an organization. Theoretically, HRM is a management function that helps managers to plan, recruit, select, train, develop, compensate or remunerate, maintain and retain employees for an organization. Employee engagement refers to the emotional commitment, motivation, and dedication that employees have towards their jobs and the organization. "The Sustainable Development Goals (SDGs), established by the United Nations in 2015, consist of 17 global goals that aim to address various social, environmental, and economic challenges, having ultimate aim of achieving a sustainable future for all." An engaged employee drives the organization forward and enables the organization to attain the globally applicable and universal SDGs. The current research paper highlights the increasing importance of understanding the relationship between Employee Engagement and attainment of Sustainable Development Goals (SDGs) which would lead to an improved global environment. The paper is a bibliometric analysis 207 articles published in Scopus Indexed Journals for the Keywords "Sustainable Development Goals" and "Human Resource Management". It shows the relevance of the relationship between SDGs and HRM by outlining the emerging trends. Since engagement of employees forms the crucial part of HRM. Therefore, the paper also bibliometrically analyzes 34 articles (Scopus indexed journals) specifically for the keywords "Employee Engagement" and "Sustainable Development Goals". This analysis brought out valuable insights about the significance and linkages between employee engagement and Sustainable Development Goals. The Bibliometric Analysis was conducted using VosViewer and the findings of the research paper reveal core themes, most relevant authors, countries of publication, most cited papers, most relevant sources, most relevant keywords associated with the three terms "Employee Engagement", "Sustainable Development Goals" and Human Resource Management".

Keywords: *Employee Engagement, Sustainable Development Goals, Human Resource Management, Scopus, Bibliometric Analysis, VosViewer.*

INTRODUCTION

The success of any organization depends upon how it manages its resources which are scarce in nature. While several resources are the non–human resource such as land, capital, and equipment, it is the human resource and its management which is the heart of any organization's success. Human Resource (HR) refers to all the people who work in an organization called personnel. "Human Resource Management refers to the organizational function which includes practices that help the organization to deal effectively with its people during the various phases of the employment cycle. HRM is management function concerned with hiring, motivating, and maintaining people in an organization. It concerned with the "people" dimension in management". (Aswathappa, 2018)

"An apt understanding of Engagement is - "An Employee is engaged if he or she is willing and ready to go above and beyond what would typically be expected in his or her role" which emphasizes on the fact that Employee must walk that extra mile to put in his or her best performance. Engagement is a combination of satisfaction, commitment and pride." (Aswathappa, 2018)

HRM and SDGs are interconnected through the common component of the human factor, since people's attitude, behaviours and resource consumption have direct impact on work practices.

"The attainment of SDGs require a strategic process involving several participants such as the Private and Public Sector, Government, Multinational Companies, Non- Governmental and Philanthropic organizations and individuals. Therefore, it is indicated that there is a dual role of human element as both the Initiator as well as the Beneficiary of the implementation of SDGs."

Definitions

1. **Bibliometric analysis**- "Alan Pritchard was the first man who coined the term Bibliometrics in 1969 in his article "Statistical Bibliography or Bibliometrics" published in "Journal of Documentation". Biblio (latin & Greek Word "Biblion") means Books and Metric (latin & Greek Word "Metricus") means measurements. Bibliometric analysis is a scientific computer-assisted review methodology that

can identify core research or authors, as well as their relationship, by covering all the publications related to a given topic or field" (Naveen Donthu S. K., 2021)

"Bibliometric analysis is a valuable tool to trace the intellectual structure of a specific field of research. It allows conducting a more structured literature review, including information and detecting patterns. Different tools which make Bibliometric analysis possible are namely Publish or Perish or Histcite, Biblioshiny and VOSViewer." (Aswathappa, 2018). "Bibliometric analysis is useful for deciphering and mapping the cumulative scientific knowledge and evolutionary nuances of well established fields by making sense of large volumes of unstructured data in rigorous ways. bibliometric analysis enables and empowers scholars to (1) gain a one-stop overview, (2) identify knowledge gaps, (3) derive novel ideas for investigation, and (4) position their intended contributions to the field." (Naveen Donthu S. K., 2021)

2. Human Resource Management

"Human" refers to the skilled workforce in the firm or the organization; Resource means the scarcity or limited availability; Management refers to optimum utilization or making the best use of limited resources. (Aswathappa, 2018)

According to **Edwin B. Flippo**, "Human resource management is the planning, organizing, directing, and controlling of the procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and societal objectives are accomplished." (Aswathappa, 2018)

In the words of **Mr. NR Narayana Murthy**, Chairman Emeritus, Infosys, "You must treat your employees with respect and dignity because in the most automated factory in the world, you need the power of human mind. That is what brings in innovation. If you want high quality minds to work for you, then you must protect the respect and dignity." (Aswathappa, 2018)

In the words of **John F. Kennedy**, "Our progress as a nation can be no swifter than our progress in education. The human mind is our fundamental resource." (Aswathappa, 2018)

3. Employee Engagement-

"**Rothbard** (2001, p. 656) also defines engagement as psychological presence but goes further to state that it involves two critical components: attention and absorption. Attention refers to "cognitive availability and the amount of time one spends thinking about a role" while absorption "means being engrossed in a role and refers to the intensity of one's focus on a role."" (Saks, 2006)

"**Schaufeli et al.** (2002, p. 74) define engagement "as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption." They further state that engagement is not a momentary and specific state, but rather, it is "a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior" (p. 74)." (Saks, 2006)

"**Attributes of an Engaged Workforce**- Emotional Attachment, Passion, Personal Belief, Strong willingness, commitment to organizational success, Work relationships." (Aswathappa, 2018)

Figure 1: Drivers of Employee Engagement (Aswathappa, 2018):
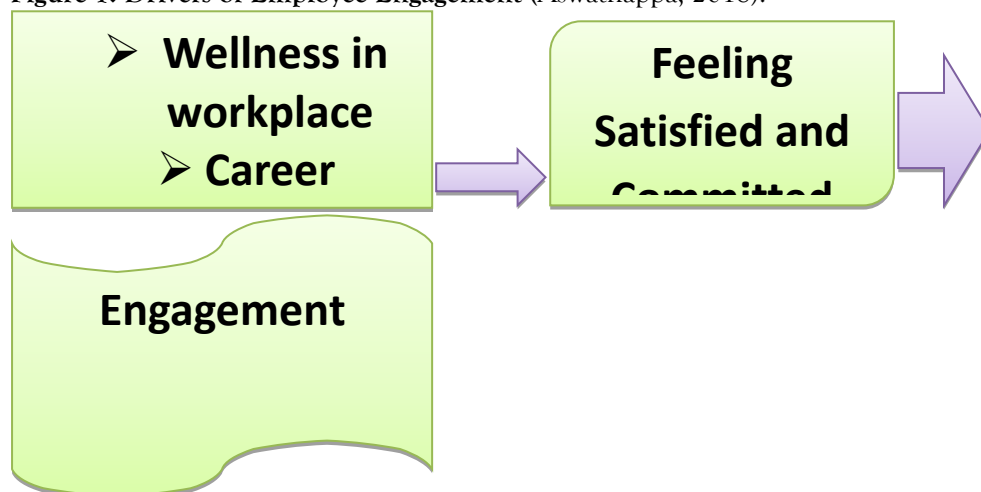
4. Sustainable Development

'Development which meets the needs of the present without compromising the ability of future generations to meet their own needs'.

5. Sustainable Development Goals (SDGs)

The **Sustainable Development Goals (SDGs)** are a collection of 17 global objectives established by the United Nations in 2015 as part of the 2030 Agenda for Sustainable Development. These goals aim to address a broad range of interconnected global challenges, including poverty eradication, environmental sustainability, social equity, and economic growth, under the guiding principle of "leaving no one behind".

❖ SDGs– Set of 17 goals and 169 targets
❖ help organize and streamline development actions for greater achievement of human

17 Sustainable Development Goals are as follows:

1. **No Poverty:** Complete eradication of poverty in all of its forms everywhere.
2. **Zero Hunger:** End hunger, promote agriculture, and provide food for every person.
3. **Good Health and Well-being:** Ensure health and provide care for everyone regardless of their age.
4. **Quality Education:** Ensure quality education that is equitable and inclusive.
5. **Gender Equality:** Eradicate gender-based discrimination and empower all women.
6. **Clean Water and Sanitation:** Ensure and develop appropriate water supply and waste disposal systems.
7. **Affordable and Clean Energy:** Provide access to affordable, reliable and modern energy.
8. **Decent Work and Economic Growth:** Provide constant and inclusive enhancement of economic activities.
9. **Industry, Innovation, and Infrastructure:** Develop resilient infrastructure and enhance creativity.
10. **Reduced Inequalities:** Further decrease and eradicate the inequalities that exist.
11. **Sustainable Cities and Communities:** Develop cities and communities that are inclusive, safe, resilient and sustainable.
12. **Responsible Consumption and Production:** Promote patterns of consumption and production that are sustainable.
13. **Climate Action:** Make urgent efforts to combat climate change and its effects.
14. **Life Below Water:** Protect and manage the oceans, seas, and marine resources.
15. **Life on Land:** Conserve and promote the sustainable use of land-based ecosystems.
16. **Peace, Justice, and Strong Institutions:** Support the achievement of peaceful and constructive solid societies.
17. **Partnerships for the Goals:** Revamp and strengthen global partnerships for sustainable development.

The 17 Sustainable Development Goals (SDGs) in a Nutshell are given in the following Table1:-

Table 1: 17 Sustainable Development Goals in a Nutshell

Goal 1	No Poverty
Goal 2	Zero Hunger
Goal 3	Good Health & Well-being
Goal 4	Quality Education
Goal 5	Gender Equality
Goal 6	Clean Water and Sanitation
Goal 7	Affordable and Clean Energy
Goal 8	Decent Work and Economic Growth
Goal 9	Industry, Innovation, & Infrastructure
Goal 10	Reduced Inequalities
Goal 11	Sustainable Cities and Communities
Goal 12	Responsible Consumption & Production
Goal 13	Climate Action
Goal 14	Life Below Water
Goal 15	Life on Land
Goal 16	Peace, Justice, and Strong Institutions
Goal 17	Partnerships for the Goals

How are SDGs associated with Employee Engagement?

The relationship between Employee Engagement and Sustainable Development Goals (SDGs) is mutually reinforcing. In general, when organizations focus on SDGs, they can enhance employee

engagement, and highly engaged employees are more likely to contribute to the achievement of these goals.

Most of SDGs are associated with employee engagement, the list is exhaustive. For this paper-specifically seven SDGs are of key importance with respect to Employee Engagement as shown in the following Table 2:-

Table 2: Seven SDGs of key importance with respect to Employee Engagement

SDG (Broad)	Description
SDG 3	Good Health and Well Being
SDG 8	Promote sustained, inclusive, sustainable economic growth, full and productive employment and decent work , safety, fair wages
SDG 16	Peace and Justice

SDG (Broad)	Description
SDG 5	Gender Equality; organizations create an inclusive environment where all employees feel valued and supported, they increase engagement among women and marginalized groups.
SDG 4	Quality Education , organizations offer training, professional development, and upskilling opportunities, employees become more engaged in their roles
SDG 16	Peace and Justice; Freedom of Association, Collective Bargaining.
SDG 13	Climate Action; Engaged employees are more likely to support and actively participate in environmental initiatives within their organizations. When employees care about the company's sustainability efforts, they become advocates for green practices and energy-saving measures. Motivate Friends and Family

Methodology- Bibliometric Analysis

The current paper attempts to present a bibliometric analysis of documents published in journals index in Scopus database only, on increasing importance of understanding the relationship between Employee Engagement and attainment of Sustainable Development Goals (SDGs) which would lead to an improved global environment. This paper takes into account the analysis of Articles, Books, and Conference papers etc. Software of VOSviewer has been used to give the visualizations and the analysis. Keywords such as "Sustainable Development Goals" and "Human Resource Management" together yielded 207 documents; "Employee Engagement" and "Sustainable Development Goals" yielded 34 documents; this information is presented in the following table:-

Keywords	Results (Articles)
"Sustainable Development Goals" and "Human Resource Management"	207
"Employee Engagement" and "Sustainable Development Goals"	34

The Analysis is done under three broad headings namely- Most Relevant Authors, Most Relevant Countries, Co-Occurrences of All Keywords, Citations, Sources and Organizations.

Bibliometric Analysis using VOSviewer

1 - Variables taken together: "Sustainable Development Goals" and "Human Resource Management"
a) **Most Relevant Authors-** Out of a total of 655 authors, given minimum number of documents as 2, 37 meet this threshold; Aust, Ina and Muller- Camen, Michael had most cited documents at 257. However, Cook, Fang Lee had most number of Documents at 7.
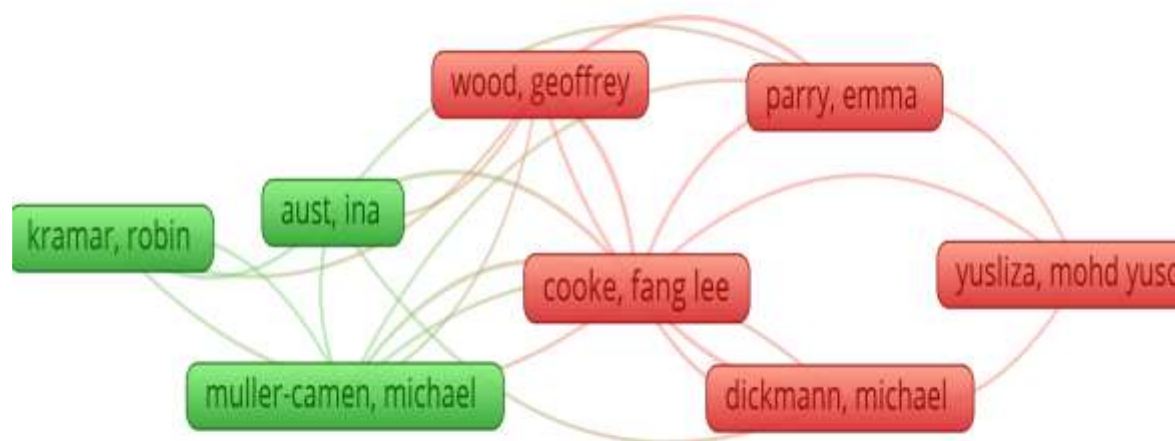
Figure- 2 : Most Relevant Authors

b) Most Relevant Countries - Out of a total 69 countries, 44 meet the threshold of having 2 as minimum number of documents of a country. The results are very heartening as India is the most relevant country in terms of citations at 916 and number of documents at 30.
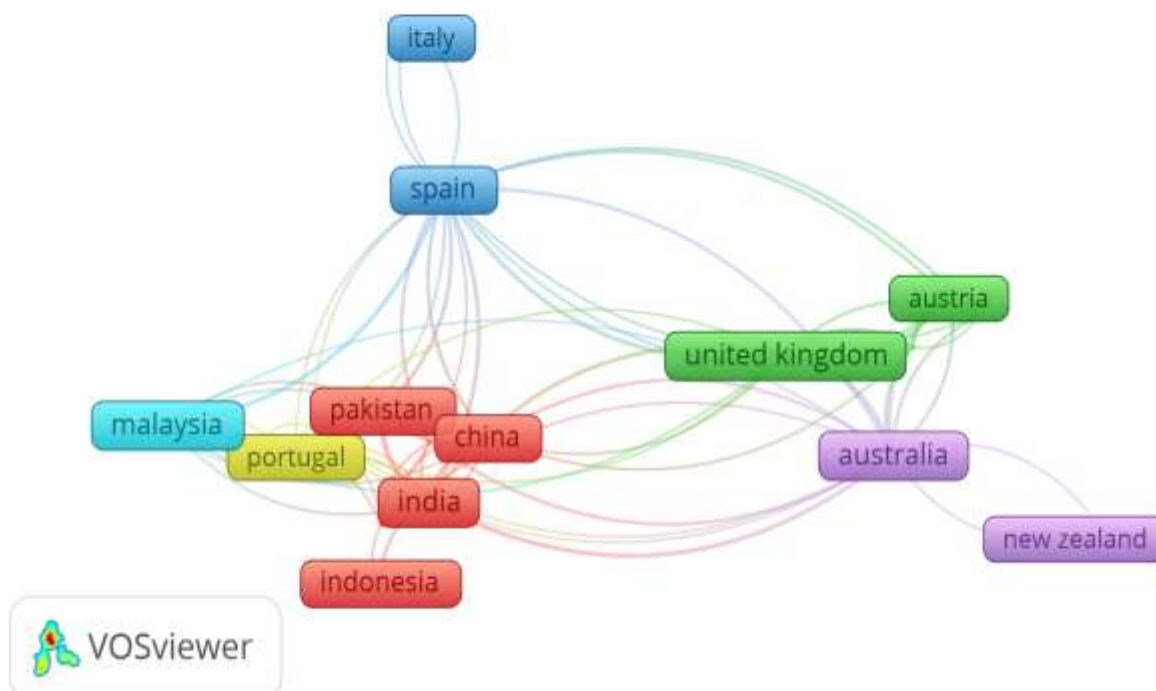

Figure 3: Most Relevant Countries

c) Citations in terms of Sources- When Minimum Number of documents of a source was kept as 1, a total of 140 sources have been identified by VOSviewer; the Source tilted "Human Resource Management Review" has the most number of citations at 515. The Source titled "Journal of Lifestyle and SDGs Review" has most number of documents at 13; following is the Network Visualization:-

Figure 4: Citations in terms of Sources

d) Most Relevant Organizations - Out of a total 532 organizations, 15 meet the threshold of having 2 as the minimum number of documents of an organization. The Vosviewer put forth the result that Notre Dam University, Australia had most cited documents at 81. However, Department of Management, Kalinga University had most number of documents at 4.
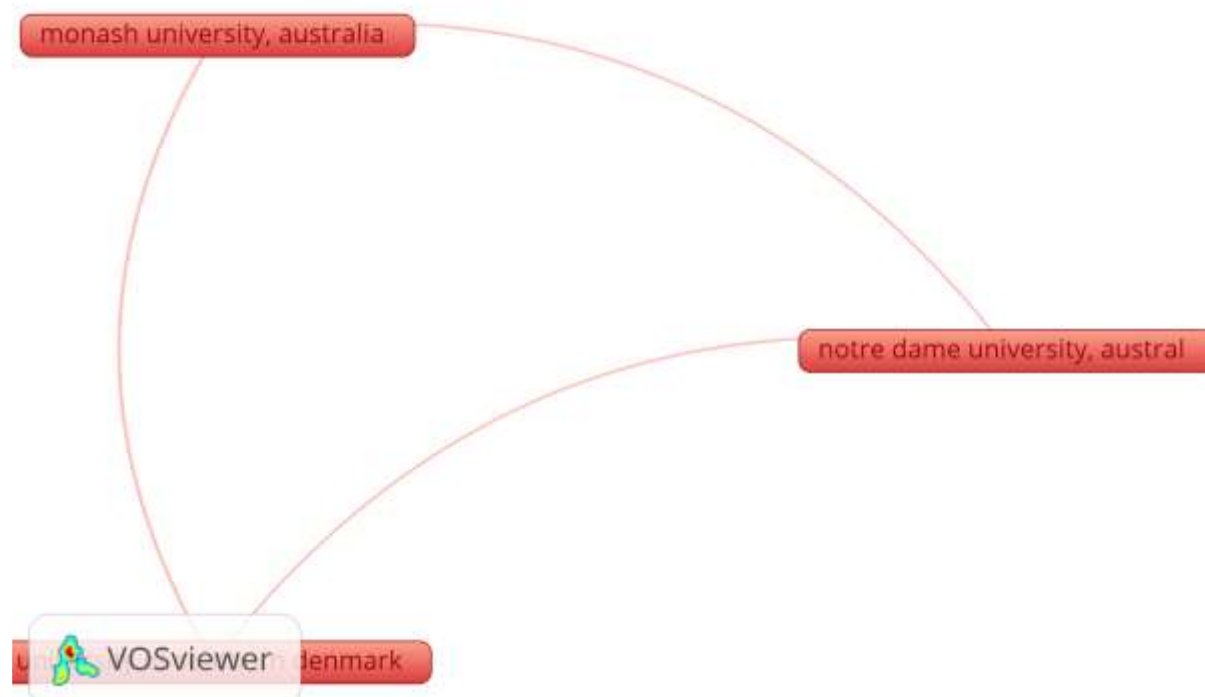

Figure 5: Most Relevant Organizations

e) Most Number of Citations in terms of Documents- a Total of 207 Scopus indexed Documents the VOSviewer provided the following Network Visualization:-
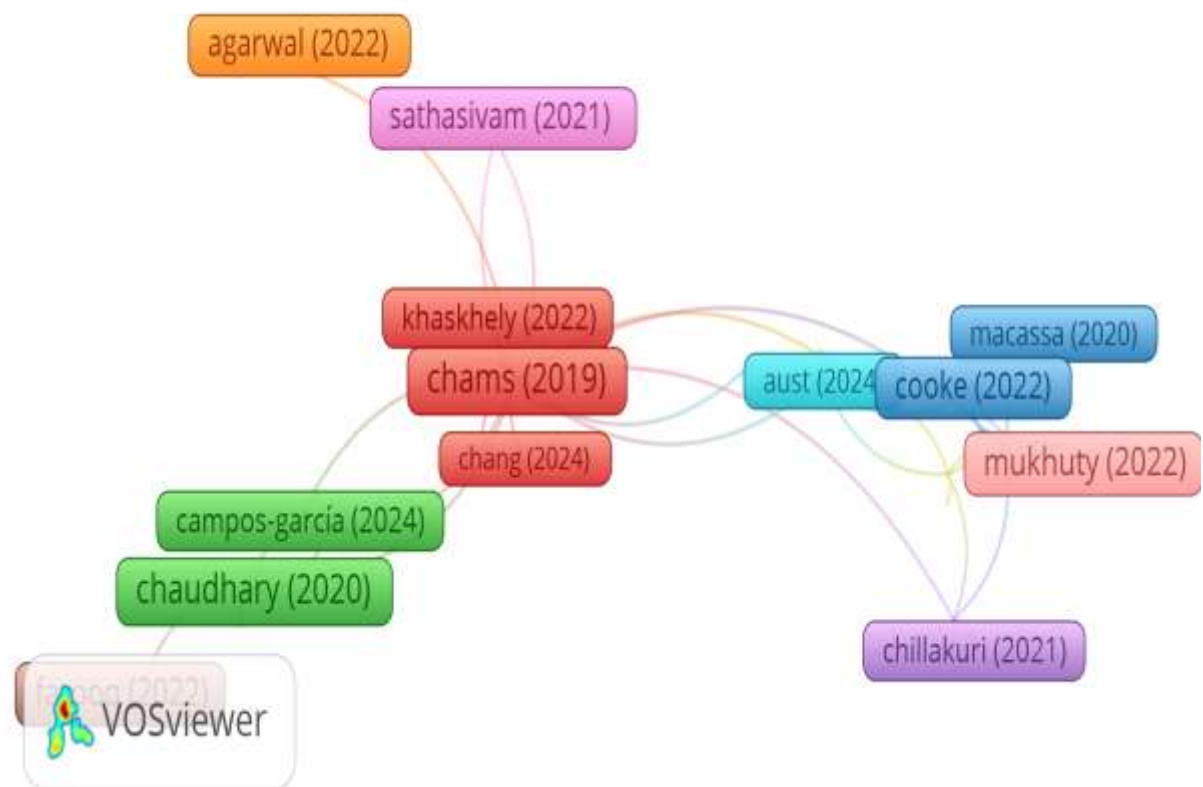

Figure 6: Most Number of Citations in terms of Documents

f) Co-Occurrence of All Keywords- Out of a total of 1532, 49 meet the threshold of having 5 as the minimum number of occurrences of a keyword. VOSviewer identified top three keywords as Human Resource Management (79), Sustainable Development (64), Sustainable Development Goals (39).
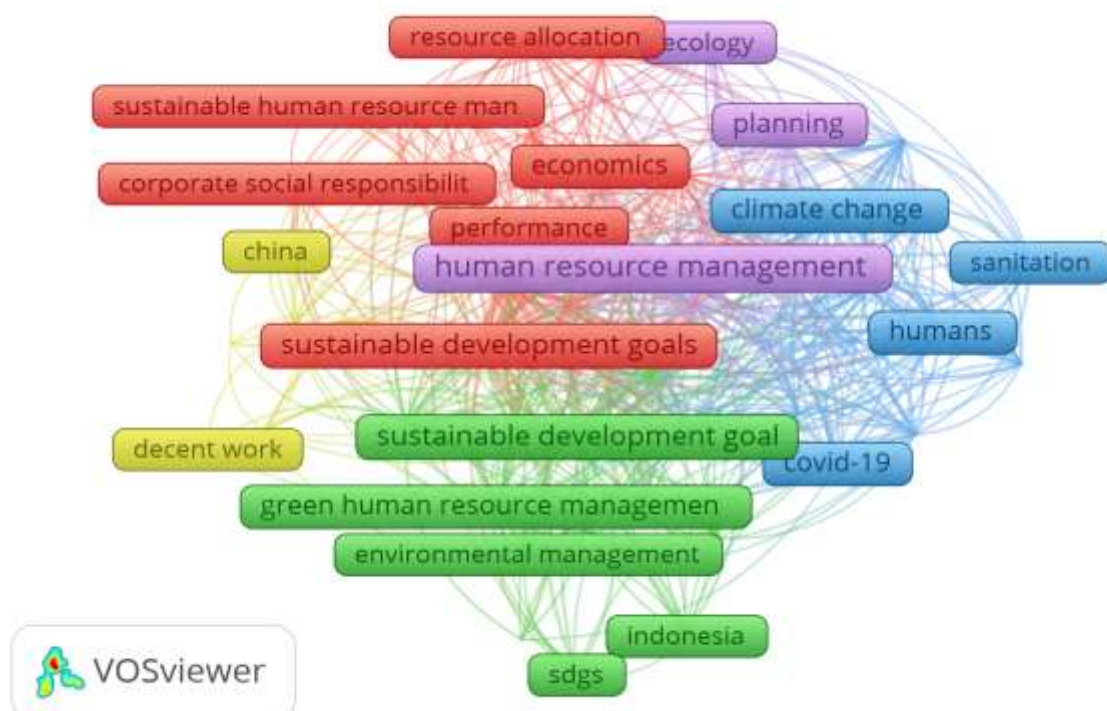

Figure 7: Co-Occurrence of All Keywords

2. Variables taken together: "Employee Engagement" and "Sustainable Development Goals"
a) Most Relevant Authors- Out of a total of 110 authors, all the authors published one document each. Braganza, Ashley; Canhoto, Ana; Chen Weifang and Sap, Serap had most cited documents at 152.

Figure 8: Most Relevant Authors

b) Most Relevant Countries- Out of a total 18 countries, 8 meet the threshold of having 2 as the minimum number of documents of a country. The results are very heartening as India is the most relevant country in terms of number of documents at 13 and United Kingdom is most relevant country in terms citations at 203.
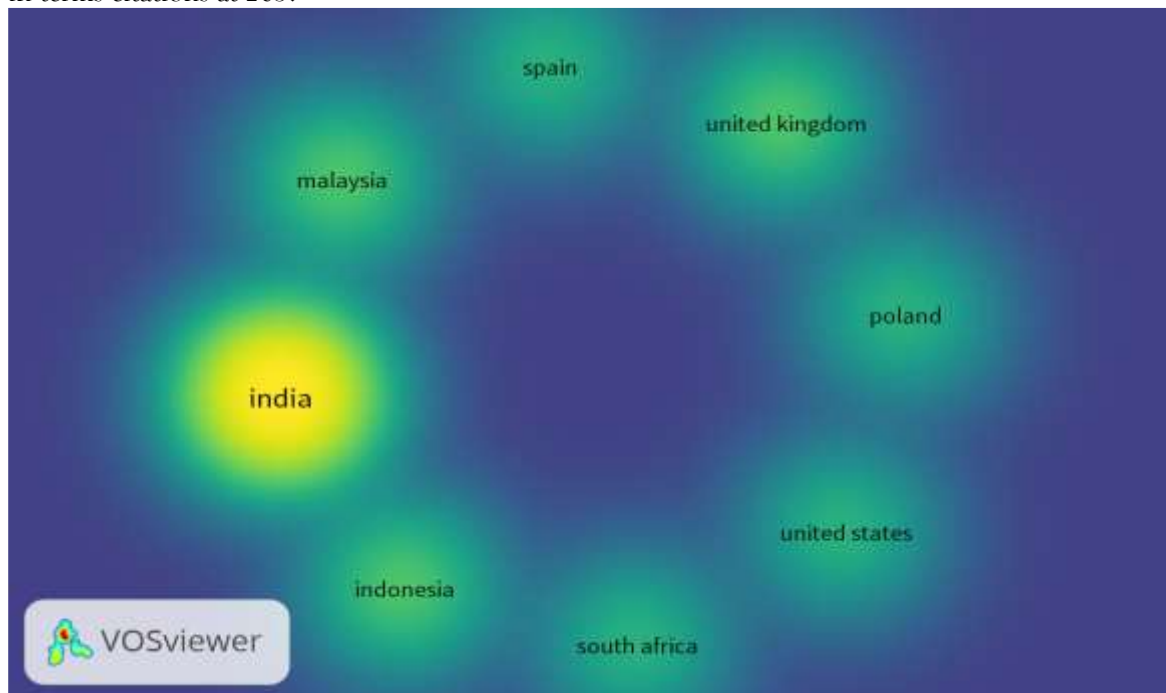

Figure 9: Most Relevant Countries

c) Citations in terms of Sources- When Minimum Number of documents of a source were kept as 2, a total of 3 sources have been identified by VOSviewer to meet the said threshold; the Source tilted "Sustainability" has the most number of citation at 52. However, The Source titled "Journal of Lifestyle and SDGs Review" has most number of documents at 7; following is the Network Visualization:-
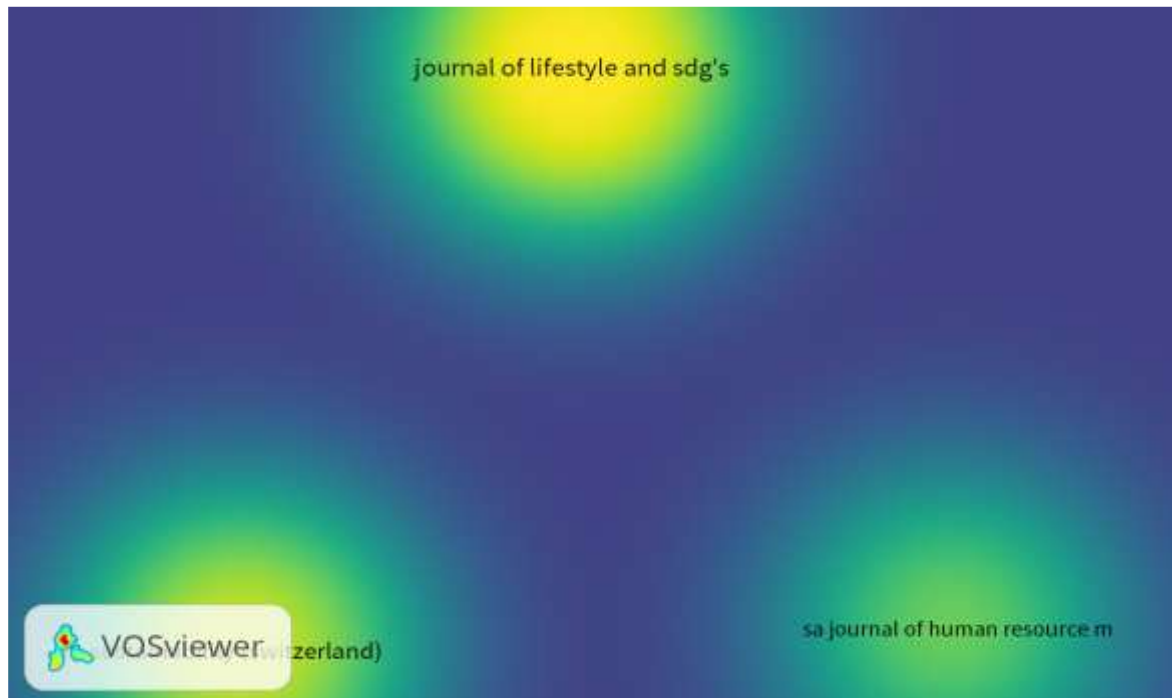

Figure 10: Citations in terms of Sources

d) Most Relevant Organizations- Out of a total 66 organizations, the Vosviewer put forth the result that Brunel University, London, United Kingdom had most cited documents at 152.
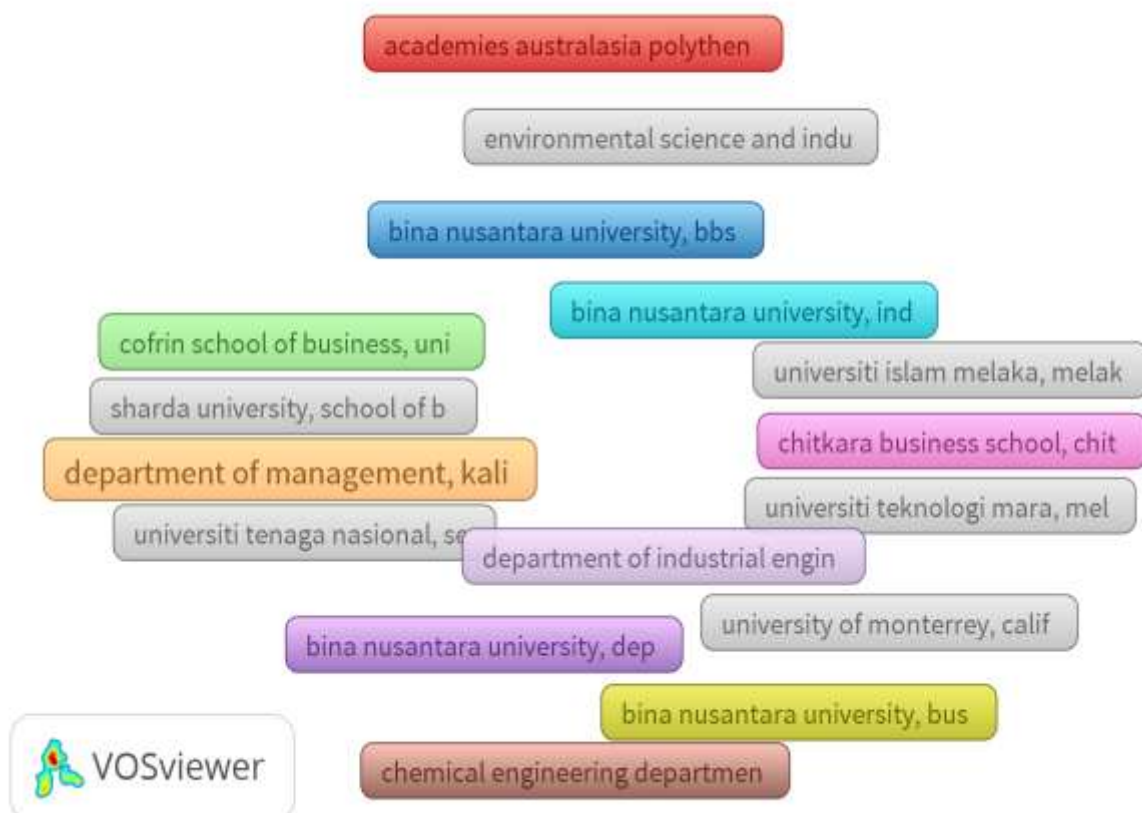

Figure 11: Most Relevant Organizations

e) Number of Citations in terms of Documents- a Total of 34 Documents, the VOSviewer identified document authored by Braganza having the maximum citations at 152. Following is the Network Visualization:-

Figure 12: Number of Citations in terms of Documents

f) Co-Occurrence of All Keywords- Out of a total of 195 keywords, VOSviewer identified top three keywords as Employee Engagement (11), Sustainable Development Goals (10). Other frequently occurring keywords include Artificial Intelligence, Corporate Social Responsibility.

Figure 13: Co-Occurrence of All Keywords

Limitations of this Bibliometric Analysis

This analysis is focussed only on Scopus database and no other database such as Web of Science has been considered which limits the results of the analysis. This is a bibliometric analysis; there exists a wider scope for the study about the relationship between Employee Engagement and Sustainable Development Goals.

CONCLUSION

It is evident from the above bibliometric analysis that maximum number of documents has been contributed by India, which is a developing Nation and United Kingdom, which is a developed country. India, who is on its pathway to become a Viksit Bharat @ 2047, provides for more opportunities to delve deep into field of Human Resource Management, in general and Employee Engagement, in particular. Focussing on employee engagement, would enable awareness (and influence) among the employees about their well being and they would be in a better position to improve the performance of the organisation as a whole. Each engaged employee as an Individual and each organisation would then come together to attain SDGs and improve the national as well as global Environment

Viksit Bharat@2047 represents the government of India's ambitious vision to transform the nation into a developed entity

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Book

1. K. Aswathappa, 8th Edition; Print Edition ISBN- 978-93-5260-543-9 (Aswathappa, 2018)

Links

1. https://ebooks.inflibnet.ac.in/mgmtp01/chapter/introduction-to-hrm-meaning-definition-scope-objectives-and-functions-of-human-resource-management/
2. https://www.drishtiias.com/pdf/1594392281-sustainable-development-3.pdf
3. https://pib.gov.in/Pressreleaseshare.aspx?PRID=1911844
4. https://en.wikipedia.org/wiki/Sustainable_Development_Goals#
5. https://www.isdm.org.in/blog/sustainable-development-goals-comprehensive-guide?utm_source=adwords&utm_medium=grants&utm_campaign=What_Are_SDGs_A_Comprehensive_Guide_blog&utm_campaignid=20995186954&utm_adgroupid=171711651113&utm_creativeid=720742118373&utm_matchtype=b&utm_device=c&utm_network=g&utm_keyword=17%20sustainable%20development%20goals&utm_placement=&gad_source=1&gclid=EAIaIQobChMI8qzGjsy2igMVkaJmAh0qvzYxEAAYASAAEgIudfD_BwE
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