
Factors influencing Employee Engagement in Public and Private Sector Banks in Chhattisgarh

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Abstract: Employee involvement is regarded by many as a modern human resource strategy that helps companies to deal with volatile and turbulent market conditions. However, the research community in the banking industry is still searching for predictors of employee engagement. In Chhattisgarh, the banking sector is regarded as a place to work that respects the needs of each individual employee while also inspiring them to achieve their individual goals. The aim of this study was to highlight the needs of various individuals as well as the organization's expectations. Understanding generation Y (Gen Y) specific characteristics, desires, and aspirations, which are critical in today's context, is emphasised. Understanding how Gen Y workers act and what motivates them, as well as how they vary from Gen X employees, is a major focus. Better results are achieved by banks that are eager to understand their customers' needs and willing to support their employees' growth. A standardised questionnaire was used to collect data from 412 respondents in selected cities of public and private sector banks in Chhattisgarh. In addition, the element "work satisfaction" is used to examine individual personal differences in the organization's success.

Keywords: Engagement, Public and Private sector banks, Generation X, Generation Y, Baby Boomers, Job Satisfaction, Work Motivation.

INTRODUCTION

Kahn defines employee engagement as "the harnessing of organisational members' selves to their job positions" (1990). It refers to an optimistic, affective psychological state of mind at work that encourages workers to consciously engage themselves mentally, cognitively, and physically in their jobs (Schaufeli et al., 2002). Though the concept of employee engagement varies to some extent from one researcher to the next (Harter et al., 2002; Kahn, 1990; May et al., 2004), scholarly literature on human resources acknowledges that employee engagement includes aligning one's self with one's job position (Saks, 2006). As a result, committed employee is someone who is profoundly immersed in their work, is diligent in their work, and is consistently involved in their work.

Employee engagement had gained prominence in action research resulting in positive association with a variety of benefits; however, this is still a relatively new concept in academic organisational behaviour research (Karatepe and Demir, 2014). As a result, employee engagement studies have shown major research gaps in our understanding of the subject.

Employee engagement is generally regarded as a mental state in which one feels fulfilled, inspired, and dedicated at work. Others suggested an alternative approach to engagement, It is described as behaviours such as consistency and implementation. Most of their represented engagement as innate personal attributes such as having the precise approach having adequate energy, or having the right point of view. Most of the people describe involvement as a mix of all these factors.

Macey and Schneider (2008), described Employee commitment is a favourable state. It serves a purpose for the organisation and implies involvement, commitment, passion, enthusiasm, focused effort, and energy, implying both behavioural and attitudinal factors.

Schaufeli et al. (2002), Employee Commitment is an optimistic, satisfying, work-related state of mind marked by vigour, devotion, and absorption. "Maximum levels of physical capacity, mental power, ability to invest effort in one's work, and resilience of difficulties" are all terms used to describe vigour. Dedication is characterised as "feelings of significance, enthusiasm, encouragement, pride, and challenge."

Finally, absorption is described as "completely focused and highly engrossed in one's work to the point where an employee feels time passes quickly and has trouble detaching from work (Schaufeli et al., 2002)."

Engagement, according to Wellins and Concelman (2005), is "an amalgamation of commitment, loyalty, productivity, ownership and the elusive force that motivates workers to higher (or lower) levels of success."

Employee engagement is described by Gallup (2005) as a combination of job motivation, satisfaction, group effectiveness, and supervisory practises. A company with a large number of engaged workers would be able to entice more professional people, Employees that are disengaged will cost an organization. For example, low productivity, Maximum absenteeism, training and recruitment cost.

Most of researchers perspectives on employee engagement, employees who are engaged not only contribute more, but they are also more committed and thus less likely to leave the company on their own accord. Whatever the concept, there is general consensus that an engaged employee contributes to high retention and efficiency, lower stress, improved customer satisfaction, and, eventually, performance. The cost of failing to resolve engagement is enormous. According to Gallup study (2013) on US employees, 70% of staff are either not engaged or actively disengaged, resulting in a \$450-\$550 billion annual decline in US business productivity. It is difficult to achieve employee dedication and loyalty. It's not about giving in order to receive." They are aware of when the situations are correct and when it is necessary to give their all for the business. Employee involvement relates to workers' psychological and physical participation in companies when conducting various tasks. Employee engagement can also be described as employees' emotional and intellectual contribution to the company as well as their level of discretionary commitment at work (Frank et al., 2004). Employee involvement, according to Robinson et al. (Robinson 2006), is "one step up from dedication.

According to a report conducted by Mc Connell (2011) on 50 companies over the course of a year, high employee engagement resulted in a 19% rise in operating income and a 28% increase in earnings per share. Organizations with a low degree of employee participation, on the other hand, saw a 32% decrease in operating income and an 11% drop in earnings per share. Employee involvement is becoming a focal point for many companies, according to the Harvard Business Review (HBR). And 71% of respondents believe that employee engagement is critical for a company's success. Furthermore, it was discovered that this has a positive effect on decreasing recruiting and retention costs. It increases organisational competitiveness and has a positive effect on the bottom line. Furthermore, according to a survey involving 17 multinational corporations, 80 percent of committed workers are active and fewer likely to leave the organisation in a short period of time (Hui et al., 2007). Furthermore, thorough comprehensive research in various sectors and industries could assist organisations in determining the true value of employee engagement in their own industry.

REVIEW OF LITERATURE

Organizational commitment, work satisfaction, enthusiasm, devotion, absorption, vigour, and group effectiveness are all factors that affect employee engagement. Job satisfaction and organisational engagement apply to a sense of having a place and obligations in the organisation, which as a result of one's job or work experience, leads to a healthy emotional response.

Employee involvement is important in this area, as human actions and attitudes have been the subject of management theory since its inception. Employee participation is a term that can be expressed in a variety of ways when doing work for an employer, including mentally, cognitively, and emotionally (Kahn 1990). Three-component model of organisational engagement is perhaps the most well recognised and debated in the literature. Employee involvement, according to this model, is made up of three elements: desire, need, and duty (Meyer and Allen, 1997).

The degree to which an individual is committed to the organization's goals is another word for organisational commitment. Organizational dedication is an essential component of engagement. However, isn't quite the same as engagement (Saks, 2006). OCB is described as desired and discretionary behaviour linked to job satisfaction and organisational commitment. OCB is a product of work satisfaction and organisational engagement, according to Little, B. and Little, P. (2006). Furthermore, rather than being engaged, OCB can be regarded as one of the facets of commitment.

Paullay et al. (1994), Job participation is the product of a cognitive judgement of need-satisfying abilities and is linked to the self-image that people have in their positions. Employee involvement, on the other hand, involves the constructive use of feelings and attitudes in addition to cognitions. May et al. (2004) discovered that job involvement is accompanied by engagement, which is described as a state of engagement characterised by a positive and reasonably absolute level of engagement of core aspects of one's self in the workplace (Brown, 1996).

Individual differences do have an effect on job efficiency, according to previous research. Individual psychological differences, according to Kahn (1990), have an effect on their willingness to engage or disengage in role output. Individuals have relatedness needs, according to Locke and Taylor (1990), who argue that individuals who have rewarding interpersonal relationships with their co-workers experience greater value in their work. Client relations, according to Kahn (1990), can play a role in providing a positive work experience for some individuals (camp counsellors).

There was a distinction between workers who were single and those who were married, according to Gallup. Employees who are married have a higher degree of commitment than those who are single, according to study. People of various ages can be found in an organisation. These workers range in age from under 25 years old to over 50 years old. The attitudes of these workers and how they go about their jobs are vastly different. Furthermore, there are variations in the value system and respect for reward and profit programmes.

The word "Gen Y" refers to a group of young workers. When opposed to Baby Boomers, who have spent most of their lives in one company, these new entrants to the workforce are often stereotyped as "job hoppers" because of their preference for multiple career paths (Myers and Sadaghiani, 2010). According to Shih and Allen (2007) Millennials are known for their high levels of self-assurance and self-reliance; they are self-sufficient, individualistic, and socially active, and they tend to work in communities. These workers place a high value on their jobs, but they want immediate results and want to progress quickly (Gilbert, 2011). Agrawal and Ojha (2016) found that the level of engagement among Gen Y was low as compared to other two generations, such as baby boomers and Gen X, which supports the initial perception that Gen Y is more demanding and prefers to operate at its own rate.

These workers have grown up in an era where knowledge is easily accessible. As a result, when they start working, they have high expectations of being recognised, approved, and rewarded by their bosses. They, too, have a deep desire to be guided by straightforward guidance and to be well served by their managers for similar reasons (Martin, 2005). Furthermore, since they grew up in a technological setting, Millennials are good with technology and at ease with the internet world. They are acquainted with mobile phones, laptops, real-time media, and communication devices (Shaw and Fairhurst, 2008). This reduces their patience and instils in them an expectation of immediate input from their bosses, making it difficult to attract Millennials who have a clear desire for frequent work moves (Eddy et al., 2010).

Divers of Employee Engagement

Employee involvement is a critical term in organisational behaviour that has gotten a lot of attention in academic studies. Employee engagement, according to Saks (2006), is "the degree to which a person is attentive and absorbed in the performance of his or her roles." Employees who are engaged are likely to experience these characteristics on a mental, physical, and cognitive level (Khan, 1990). Employee engagement, according to Men (2015), is described as "the degree of involvement, interaction, familiarity, and influence an individual has with a brand over time a person's participation with a brand, regardless of channel, where they call the shots." Employee engagement, according to Catlette and Hadden (2001), is the constructive, affective psychological job-related conduct that encourages employees to enthusiastically articulate themselves and ready themselves emotionally, cognitively, and physically for the work roles.

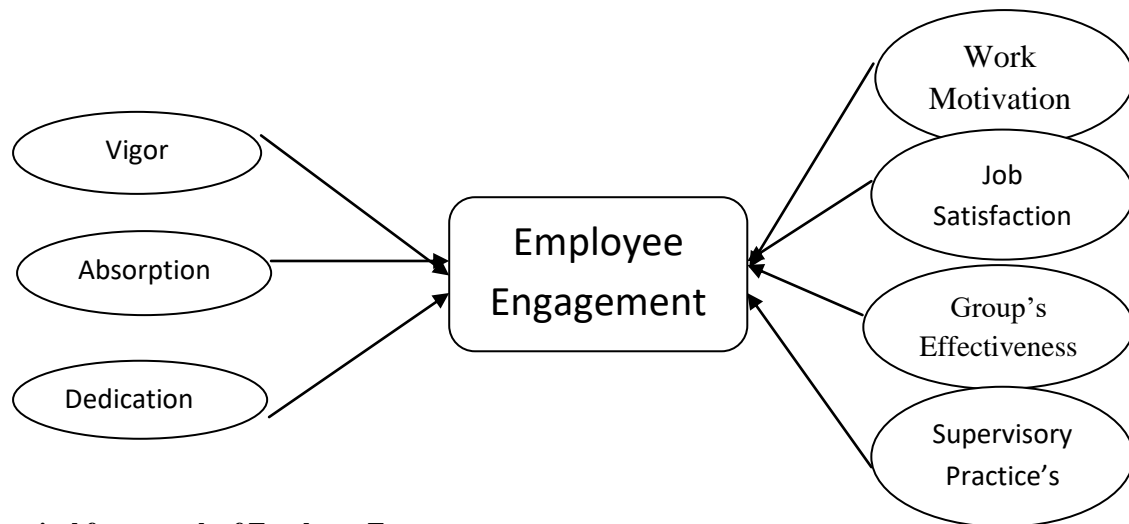
Harter et al. (2002), Employee participation is crucial for achieving valuable business success results for various organisations. The authors showed that companies must engage their workers because it has been shown that Organizations with engaged workers have higher customer satisfaction and loyalty, as well as being more efficient and successful than those with less engaged employees. Employee engagement should be nurtured, according to Ortiz, Lau, and Qin (2013), because disengagement reduces employees' motivation and loyalty to their organisations. As a result, low levels of employee engagement have a detrimental impact on commitment and retention.

Employee engagement (Robinson, 2006, Schaufeli and Bakker, 2004) can be accomplished by creating an organisational atmosphere that encourages positive emotions such as commitment and pride, resulting in enhanced organisational efficiency, lower employee turnover, and better health. West (2005) concluded that when people experience positive feelings, they are able to think in a more versatile, open-minded way and are thus likely to feel greater self-control and be less defensive in the workplace.

According to Agrawal (2015), a good job and employee fit offers opportunities for them to become more involved in their jobs. This has a positive impact on their work attitude as well as their personal growth. However, since engagement is a personal trait that leads to business performance, it must first have an effect on personal outcomes. Employee engagement, customer satisfaction, business development, and profitability are all linked, according to the Gallup Organization (2004), the International Survey Research (ISR) conducted a survey on the essence and causes of employee engagement, as well as how businesses should improve employee engagement to improve business efficiency. Nearly 160,000 workers from a variety of sectors participated in the study, which was conducted in ten of the world's largest economies. When it comes to inspiring workers to interact with their business and jobs, the study shows that one size does not suit everything.

Purpose

Purpose of this research, which focuses on the multi-generational, is to better understand the factors that affect employee engagement. This entails comprehending the essence and requirements of people of various ages, nationalities, educational backgrounds, and genders. The study's findings would promote employee participation in organisational structure and enable more efficient management.



Theoretical framework of Employee Engagement

Methodology

Quantitative approach is conducted through structured questionnaire comprised of 29 items to answer certain questions and to analysis. “Employee Engagement concept was measured by adopting a scale used bySchaufeli et al. (2002), Gallup (2005)”.

Schaufeli et al. (2002) in his research by using 17 items defined “engagement as a positive, fulfilling, work related state of mind that is characterized by vigor, dedication, and absorption”. Gallup (2005) in his research by using 12 items defined by “Work Motivation, Satisfaction, Groups Effectiveness and Supervisory practices”.

This investigation's respondents were 412 Bank employees at the selected areas of Chhattisgarh. Out of 412 respondents, 173 were from junior level, 145 from middle level and the remaining 94 from senior level. Out of 412 respondents, 169 are female respondents which is 41.01% and 243 are male respondents that is 58.99%. Qualification of the total respondents surveyed, below graduation are 20.15%, graduated are 65.05% and above graduation are 14.80%. The majority of respondents have been with the company for more than 5 years is 39.81%.

Different generations work at the same time, there are likely to be variations in employee engagement levels in this sample. The study was based on various age groups, with Gen Y accounting for 33.01 percent of the total, Gen X accounting for 44.66 percent, and baby boomers accounting for 22.33 percent of the total.

Objectives:

- The purpose of this paper is to define employee engagement, explain why it is necessary, and identify factors that are critical to its successful implementation.
- To analyze the Gallup work place audit four factors influencing employee engagement at selected Public and Private Sector Banks in selected cities of Chhattisgarh.
- To analyze the UWES Three factors influencing employee engagement at selected Public and Private Sector Banks in selected cities of Chhattisgarh.

Analysis of the study

Statistical tools

Using SPSS-20, descriptive statistics, Correlation and Multiple regression analysis performed to analyze that the factors influencing employee engagement.

Researchers have identified different factors employee engagement that are frequently discussed in these research papers after reviewing about thirty academic and influential research papers/literature. The aim of the review process is to improve the current literature. Authors have taken the results after analysing all of the variables in each research paper.

Acceptance of a variable as a trustworthy indicator of any construct. First, the variable's reliability coefficient (Cronbach's Alpha) must be greater than or equal to 0.60. Second, correlation should be greater than or equal to 0.40 in the final collection of products. The items were decreased from 29 to 27 after these two conditions were added.

Findings

Employee engagement is a metric that shows how engaged workers are. Different variables, such as organisational and individual levels of engagement, have been addressed. Individual and job satisfaction, organisational engagement, work motivation, dedication, and gender, among other things, can trigger these

differences in factors. The results of this study will be useful in developing a solid employee engagement strategy that incorporates all of these variables.

Employees enjoy the essence of the job they are assigned, and they are fully engaged in it. Most of them feel driven to work, and they relish the obligation and challenge that comes with it. They regard work as a source of social identity, a platform for self-expression, and a way of achieving life's perfection. Sincerity, hard work, and integrity are viewed by the majority of respondents as the golden keys to career success.

Table 1: Descriptive Statistics of the study attributes

S. No.	No. of Items	Items Received	Range	Cronbach's Alpha	Mean	S.D.	Mean %	N
1.	Vigor	5	1-35	0.68	32.30	2.85	92.29	412
2.	Dedication	4	1-28	0.71	24.19	3.21	86.40	412
3.	Absorption	6	1-42	0.66	37.88	3.11	90.19	412
4.	Work Motivation	3	1-15	0.72	12.35	3.64	82.33	412
5.	Job Satisfaction	4	1-20	0.77	18.94	2.61	94.70	412
6.	Groups Effectiveness	3	1-15	0.73	13.11	3.30	87.40	412
7.	Supervisory practices	2	1-10	0.75	8.22	3.92	82.2	412

Note: The mean scores for the variables cannot be compared since the distribution of scores across all of the variables is not the same in all situations. As a result, the following formula was used to translate each mean score into a percentage:

$$\text{Mean Score \%} = \frac{\text{Mean Score}}{\text{Upper limit of the score}} \times 100$$

Employees are also found to be endowed by Work Satisfaction, with a mean score of 94.70 percent. This personality trait leads people to assume that everything they do in life is due to their own initiative and abilities. Majority of them assume that in order to receive a reward, such as raise in salary, promotion, they must work hard and put forth extra effort. Job satisfaction means that an individual believes he is in control of his own destiny.

When looking at the six dimensions of the organization's internal environment, it is discovered that one of them is Vigor (92.29 percent). It refers to a sense of physical vigour, mental courage, willingness to put forth effort, and the ability to persevere in the face of adversity. Three of the remaining five dimensions are also highly classified. These are Absorption (90.19%) and Groups Effectiveness (87.40%), and Dedication (86.40%). The remaining two parameters, Work Motivation and Supervisory Practices, are given moderate ratings of 82.33% and 82.2% respectively.

Table 2 Correlation among the variables

No. Of Items	1	2	3	4	5	6	7
1 Vigor	1						
2 Dedication	0.421	1					
3 Absorption	0.432	0.548	1				
4 Work Motivation	0.493	0.491	0.523	1			
5 Job Satisfaction	0.463	0.522	0.734	0.623	1		
6 Groups Effectiveness	0.511	0.628	0.612	0.631	0.712	1	
7 Supervisory practices	0.492	0.567	0.598	0.592	0.657	0.521	1

** 0.05 Level of Significance

We now turn to data analysis to discover the predictors of engagement, with the twin objectives of the current study being (a) determining the degree of employee engagement and (b) defining the factors that influence engagement among the banks of Chhattisgarh. Table 2 shows the association between all seven variables as a first step in this direction. It is obvious that all seven variables are related to one another in a positive and important way.

Table-3

Factor : Vigor	Correlation
Vi 1	0.15
Vi 2	0.25
Vi 3	0.31

Vi 4	0.34
Vi 5	0.26
Factor : Dedication	
De 1	0.62
De2	0.68
De3	0.71
De4	0.73
Factor : Absorption	
Ab 1	0.76
Ab2	0.67
Ab3	0.73
Ab4	0.81
Ab5	0.84
Ab6	0.82
Factor : Work Motivation	
WM 1	0.67
WM2	0.62
WM3	0.71
Factor : Job Satisfaction	
JS 1	0.82
JS2	0.79
JS3	0.76
JS4	0.81
Factor : Groups Effectiveness	
GE 1	0.76
GE 2	0.74
GE3	0.82
Factor : Supervisory Practices	
SP 1	0.64
SP 2	0.56

Above table indicates that an item-total correlation. This illustrates the factors' relationship and validity. All of the variables have a medium to high correlation (item-total), indicating that they are valid. There is a moderate to strong association between seven possible predictors of employee engagement.

Furthermore, defining the real predictors of engagement based solely on the bi-variate correlations provided in Table 3 is not possible due to the lack of a multi-collinearity test. As a result, the linear regression approach was used to perform multi-variate analysis.

It is possible to define a combination of independent variables using linear multiple regression that simultaneously satisfies the following two conditions: (a) it must explain the greatest amount of variation in the outcome variable, and (b) each variable in the combination must have a statistically significant contribution. Tables 3 and 4 show the results.

Table 4: Employee Engagement Predictors

S. No.	No. Of Items	Zero-Order Correlation (R)	Std. Beta Coefficient (β)	Individual Contribution ($A \times \beta$)
1.	Work Motivation	0.431	0.312(0.01)	0.1344
2.	Job Satisfaction	0.512	0.325(0.01)	0.1664
3.	Groups Effectiveness	0.457	0.214(0.05)	0.0977
4.	Supervisory practices	0.483	0.192(0.03)	0.0927
5.	Age	0.326	0.178(0.04)	0.0580

	$R^2=0.42$	Adjusted $R^2=0.406$	$F_{8,103}=25.42$	DW=2.0
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P<0.001

Table 4 shows that, Job satisfaction has been discovered to be a significant indicator of employee engagement. In addition to job satisfaction, we gathered information on employees' demographic backgrounds, such as bank name, age, gender, level of education, professional experience, designation, and marital status. Differential-of-means (t) tests were used to examine the relationship between employee engagement and each of these seven variables. Except for age, none of these measures indicated a statistically significant relationship. It is possible to assume that employee engagement among the bank employees we studied is unaffected by their demographic background; however, employee engagement levels and predictors differ by age group. Motivation =0.312 (.01), Group Effectiveness =0.214 (.05), and Supervisory activities =0.192 are other factors that affect employee engagement (.03).

CONCLUSION

In practise, the employee engagement construct is more common among academic scholars. Its foundations can be found in well-known constructs like job satisfaction, commitment, absorption, group effectiveness, supervisory activities, and work motivation. The aim of this study was to learn more about the factors that affect employee engagement in the banking industry. In Chhattisgarh, we have launched a series of studies on employee engagement at various levels of public and private sector bank officials.

Employees of various ages and places have varying interests and aspirations from the company, according to the philosophical understanding. Understanding generation Y (Gen Y) specific characteristics, desires, and aspirations, which are critical in today's context, is emphasized. Understanding how Gen Y workers act and what motivates them, as well as how they vary from Gen X employees, is a major focus.

In addition, an organization's climate has a significant impact. Employees are more likely to remain with a company if they perceive a supportive environment, a sense of teamwork, and opportunities for learning. The respondents, for example, are found to be happy with their employment.

Practical implications

There are just a few researches that have looked at bank employee engagement activities. The study mentioned above fills in the blanks. Furthermore, the research considers the effect of personality characteristics on employee engagement. The results of the study indicate that personality has a major effect on employee engagement. Dedication, absorption, work satisfaction, and motivation are four main dimensions that have emerged as predictors of employee engagement.

The results show that if an organisation values its workers and believes that engaged employees are an asset to the company, it should invest in improving the workplace environment.

The paper includes a reasonably thorough literature review as well as coverage of employees at various levels of public and private sector banks in Chhattisgarh.

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