Engaging the 21st Century Employees Productively

Vinay Kumar
ITM, Khargar

Abstract

This paper tosses light on how 'Employee Engagement' can be expanded. It attempts to recognize the key drivers of 'Employee Engagement', its diverse qualities together with the approaches to quantify it, how to deal with separated employees and present day 'Employee Engagement' rehearses in corporate. Discoveries from different examines and overviews are utilized in the present work to gauge the impact of 'Employee Engagement' which incorporates issues like productivity, benefit, centre around client and different other related issues. In this paper, literature review strategy joined with auxiliary information accumulation from different research discoveries and corporate practices are utilized utilizing a distinct report system. This paper investigates suggestions for hypothesis, additionally research and practices by incorporating present day 'Employee Engagement' exercises being honed by the corporate with the audit of discoveries from past examines.

Keywords : Employee Engagement, Productivity, Corporate Culture, Job commitment, Motivation.

Introduction:

In the present corporate world, 'Employee Engagement' has been an intriguing issue. It is a trendy expression that businesses think and see; however confront troubles and difficulties while rehearsing. Employee Engagement is seemingly the most basic metric for associations in the 21st century. Corporate culture has a vital part in persevering positive effect of such engagement programs. Over the most recent 2 many years of twentieth century, there has been an essential spectral move in work far from assembling and the general population areas famous for more formalized HR frameworks, elevated amounts of exchange association enrolment, and bigger business. This pattern is preceded in the primary decade of 21st century. Maintenance of these learning labourers is a test to these associations. The second test, being looked by the businesses, is arranging and creating employee engagement procedures with no strong research base; In the process it loses the concentration and force. As the best assets to any association is forever its HR, the achievement of a work environment with high gauge employees are the way to progress and the best approach to set upper hand in the worldwide situation.

A well working association is the result of its solid, conferred and inspired employees, who can be named as 'connected with employees'. Engagement happens when employees are focused on their job. They are intrigued and in fact amped up for what they do. It includes steadfastness, confidence and pride in the association, an ability to advocate for his association and a feeling of moral duty. Worldwide economy has encountered huge moves in the ongoing past, which have quickened the requirement for associations to discover creative approaches to address new mechanical, statistic and commercial centre substances. These movements influenced the associations to re-to assess costs related with talent. Amid monetary down turn, numerous associations concentrated less on the best way to deal with their talent and connect with their employees, rather concentrating on the best way to diminish costs by cutting compensations, rewards, prizes and improvement costs. Some childish pioneers may even imagine that employee engagement never again matters on the grounds that their employees have less choice and will stay in view of their requirement for job security. Notwithstanding, brilliant pioneers understand that while they may need to discover here and now answers for cut costs, they should likewise distinguish longer-term talent management techniques to stay practical.

Numerous associations duplicate 'Employee Engagement' exercises from the prescribed procedures, taking a gander at the advantages delighted in by their competitors; However, most lose track after a couple of steps ahead. 'Employee Engagement' can't be a shallow intercession in improving commitment towards job, motivation or productivity.

In this survey/research we learn about the different drivers of engagement. Today employee engagement has turned into a leadership need as they continually look for changed techniques to keep their work-compel locked in. The management is ending up being tried each day on its abilities to keep its employee connected with while additionally executing the approaches characterized. Employee turnover has taken diverse segments in the business by a tempest, as employees are observed to be continually exchanging jobs accordingly causing high wearing down rates. Consequently employee maintenance and engagement has turned into an overwhelming undertaking in these insecure financial occasions.

Many studies and studies are being led all around the globe by a few HR experts to determine at decisions about the variables in charge of affecting the engagement. A drew in employee is one who produces results, does not change job oftentimes and all the more vitally is the representative of the organization consistently. The execution of drew in employee as characterized by Hay amass is as per the following "an outcome accomplished by invigorating an employees' eagerness for work and diverting it towards association achievement. This outcome can be accomplished just when a business offers an understood contract to the employees that exhibit particular positive practices which are lined up with association's objectives". An employee could likewise be observed to encounter three unique levels of engagement. He could be locked in, not locked in or withdrew. Drawn in employees are the individuals who work with enthusiasm towards the association's objectives.

An employee who isn't locked in is one who apparently is taking an interest yet not with enthusiasm and vitality towards the association's shared objective. Separated employees are the individuals who are miserable at their work a carryon of their misery. Engagement is additionally found to have three distinct aspects, Intellectual engagement that alludes to commitment towards performing better at one's job, emotional engagement or feeling positive in the wake of playing out one's job and in conclusion social engagement which is associated with talks with others about upgrading business related enhancements.

A few drives have been found to influence the levels of engagement of an employee in an association:

Effective Management of Talent:

Employee engagement-accommodating culture acknowledges the decent variety identified with talents and aptitudes that come in with the employees and prompts the employees strive for and accomplish the vision of future. A talent management system containing vocation arranging, authoritative help and motivating forces can result in high engagement and decreased weakening levels in the association. The Employee engagement supposedly is exceedingly impacted by one factor powerful management among different components. Nonetheless, the discoveries likewise uncover that there is nobody settled model that demonstrates the pertinence and criticalness of the impact of all factors in light of the fact that diverse employees lay distinctive accentuation on factors affecting engagement. These varieties may emerge because of varieties in individual and job qualities, sex decent variety, and ethnic assorted variety etc6 .It was likewise discovered that the change amongst engagement and leadership factors i.e., undertaking introduction and relationship introduction indicated significant cover.

Leadership:

Employees indicate greater engagement towards the association when they see themselves getting applauded by their prompt chiefs; they have the leadership's consideration (for instance, one-on-one discussions). Leadership measurements that are observed to be most powerful are making up a decent tutor or supervisor and verbalization of the vision. In the event of entrepreneurial firms the leadership should be visionary; future situated and ought to include the employees in their vision to expand employee engagement. It was likewise discovered that a key driver to employee engagement is the employees feeling that their leadership is submitted. The nature of pioneer part trades amongst managers and employees influence the engagement levels of the employees.

Clarity of Company Values, Policies and Practises:

HR practices and strategies assume a critical part in characterizing the connection between the employees and

managers. It was discovered that there is no immediate association between HR practices and approaches and employee engagement. Actually, it was uncovered that the relationship among HR practices and engagement is fairly roundabout. Two key variables are affected by HR rehearses, the line administrator conduct and the person–job fit. The real relationship exists between these two and employee engagement. Employees ought to be made to feel that their organizations' qualities are clear and unambiguous to create higher engagement. Esteem fit among other was additionally observed to be a forerunner to employee engagement.

Respectful Treatment of Employees:

Research demonstrates that fruitful associations have a tendency to be deferential additionally to their employee's commitment to the association and characteristics, paying little respect to the employee's job level. A culture wherein regard is esteemed outcomes in better drew in employees. A supervisors' state of mind of regard towards the employee and reasonable treatment of the employees grasps if a chief would tune in to the thoughts or proposals of the employee, or whether influences the employees to feel esteemed or whether they can discuss adequately with the employees. Associations that interact with typical practice assume the part of helpers and influence the employees to feel esteemed and in this manner upgrade engagement.

Company's Standards of Ethical Behaviours:

An association's moral gauges add to engagement of an employee. The manner in which employees are set up to help the administrations and results of the organization relies upon their view of nature of the administrations and products. Higher employee engagement is likewise connected with larger amounts of client engagement. The picture of the organization as seen by the employees additionally delineates the engagement levels of the employees. Authoritative citizenship conduct likewise decidedly impacts employee engagement.

Empowerment:

Employees feel that they ought to have the capacity to express their perspectives for choices that may influence their capacities. The leadership of profoundly connected with working environments makes a testing and confiding in condition, wherein employees are encouraged to differ with winning universal practices, to enhance and help the association develop. The capacity of employees to give their perspectives to the senior management likewise impacts engagement. It was additionally discovered that control alongside prizes and acknowledgment and esteem fit predicts employee engagement. It was likewise discovered that higher commitment to chief upgrades an employees' engagement levels which prompts higher learning lastly to development at the work environment. The employees feel enabled when they sense that their director has an engaging style which thus gives motivation and belongingness to the organization consequently making him more locked in.

Productivity:

A positive relationship is found to exist between engagement of employees and authoritative citizenship conduct and a relationship of negative nature exists between engagement of employees and counterproductive work conduct drawn in employees associate tremendously with their undertakings at work. They continually buckle down towards objectives that are expected of their parts and assignments. They likewise perform additional work out of their parts as they free-up assets as they achieve their objectives and effectively perform errands. Be that as it may, when the employee has negative discernments about his work he will more probable be occupied with counterproductive work conduct.

In 2010, The Corporate Executive Board's Corporate Leadership Council led an investigation and discover that very nearly 23 % of employees in an association demonstrate an abnormal state of plan to remain mentality and furthermore found that the employees who are focused on their association set forth relatively 57% more exertion and are 87% more averse to leave their organization than separated employees. Right Management, a labour look into association led an examination amid the period Nov'08 – Jan '09 among 28810 employees in 15 nations in America, Africa and Asia Pacific .and found that engagement prompts higher budgetary execution, higher consumer loyalty and higher employee maintenance and the individuals, who demonstrated that their association is

the best, found to have twofold the level of engagement than employees who announced normal hierarchical execution. It is vital for an association to discover approaches to plainly impart victories that exhibits how the association is performing. Employees not just observe the association between their work and this achievement yet in addition see how they bolster generally speaking authoritative execution which specifically affects engagement levels.

Figure 1: Employee Engagement by Financial Performance

% of Engaged Employees
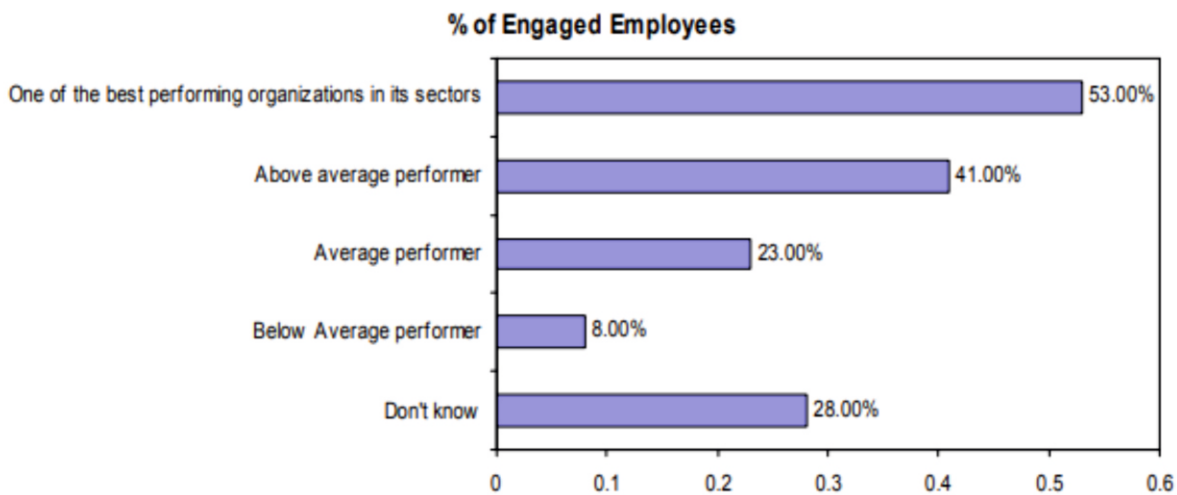
(Source: Employee Engagement by Right Management)

Engaged employees comprehend estimation of positive client experience and more inclined to show their dedication by conveying brilliant items and administrations. Positive client encounters ought to be shared all through the organization. Association with positive client encounter is imperative to sound engagement levels.

Figure 2: The Relationship between Employee Engagement and Customer Satisfaction
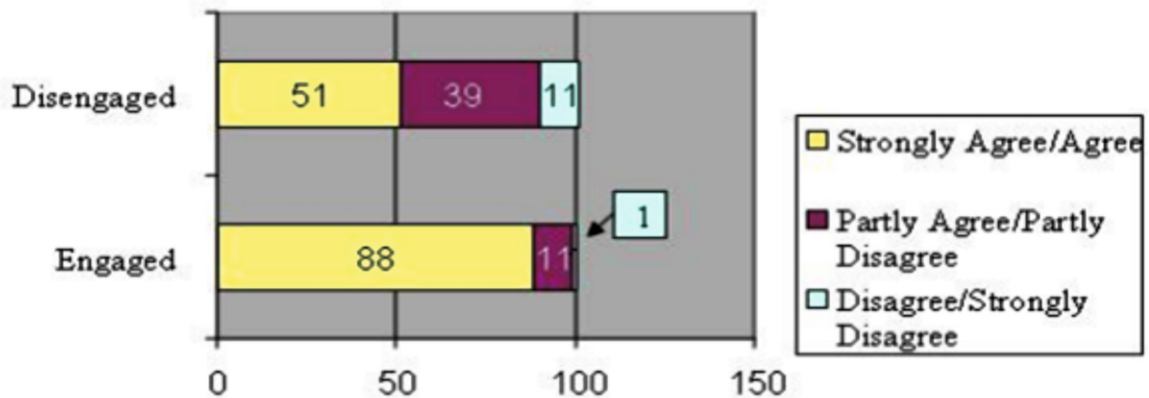
(Source: Employee Engagement by Right Management)

Engaged Employees are 7 times more averse to leave in the following year and 1.5 occasions more prone to remain for no less than 5 years. The University of Wisconsin led an exploration in relationship with Right administration's 2008-2009 worldwide seat stamping study uncovered noteworthy connection among engagement and key authoritative measurements. This examination considered 3200 employees from 343 organizations and analyzed factors, for example, connection among engagement and key authoritative lists. There was a reasonable contrast in ROA (Return on Assets) between those associations in which employees reacted to Right administration's engagement inquiries with great recognitions. Employee's information of how well an association's benefits are being overseen positively affects engagement. There is a solid connection among efficiency and engagement. Employees' learning of an association's efficiency levels additionally has positive effect on engagement.

Figure 3: Engagement Impact on Productivity

(Source: Employee Engagement by Right Management)

For moments from different investigations persisted on employee strengthening a portion of the examinations, for example, the Nationwide Building Society has put significant exertion in estimating levels of employee engagement (data given by Nationwide to the MacLeod Review) over its branch system and looking at those outcomes against various execution measurements, which are likewise quantifiable by retail region. Since April 2008, the building society has created an Area Directors estimation pack that incorporates data on business execution (i.e. loaning; general protection; assurance and ventures; managing an account; and reserve funds), client encounter, operational and administrative hazard, staff execution survey results, deliberate employee turnover and working time lost to employee nonattendance. The retail regions are then isolated into three classifications as per their staff engagement scores, which empowers the organization to look at 41 zones, where the 14 zones with the most elevated engagement levels are classed as 'high engagement', the following 14 as 'medium engagement' and the last 13 as 'low engagement'.

Table 1 underneath identifies with deals information and plots the deals accomplished against the relative engagement scores of retail zones. It demonstrates that those zones with high engagement scored 14 rate focuses higher on offers of keeping money items that those with low engagement scores, and were 34 rate focuses higher on offers of general protection.
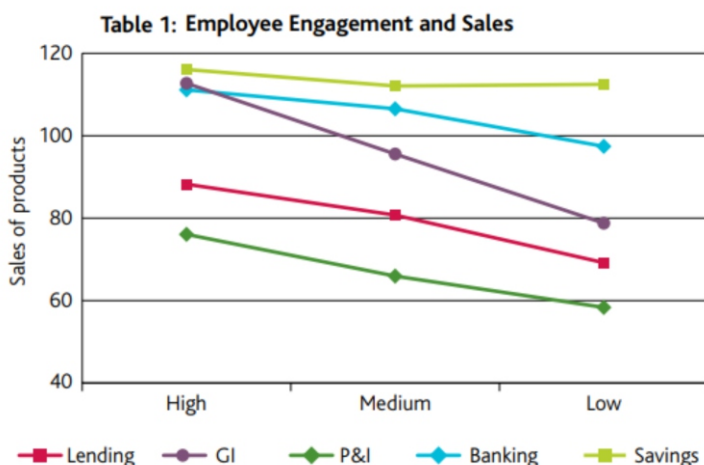

Table 2 demonstrates the outcomes on hazard. Here, low scores are certain and the finding was that those zones with high engagement scored much preferable on hazard over those territories with low engagement.

Table 2: Employee Engagement and Risk
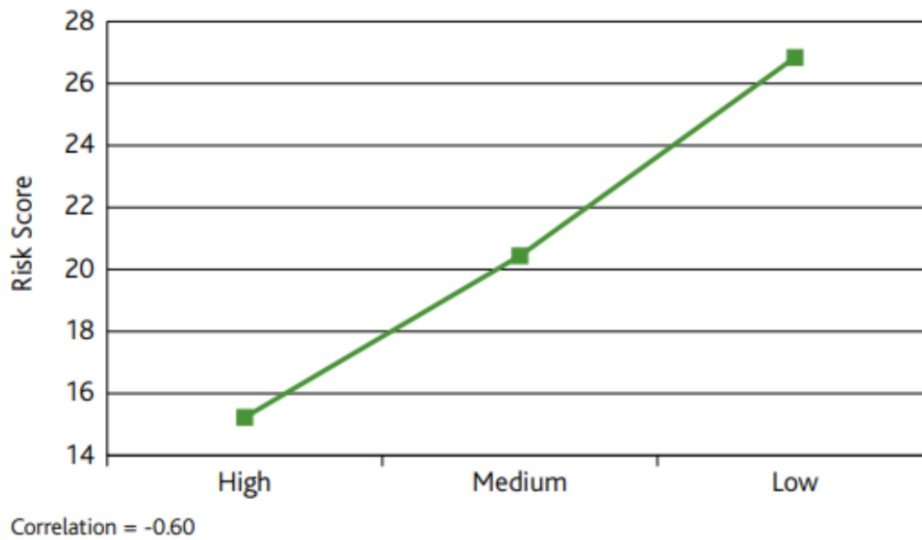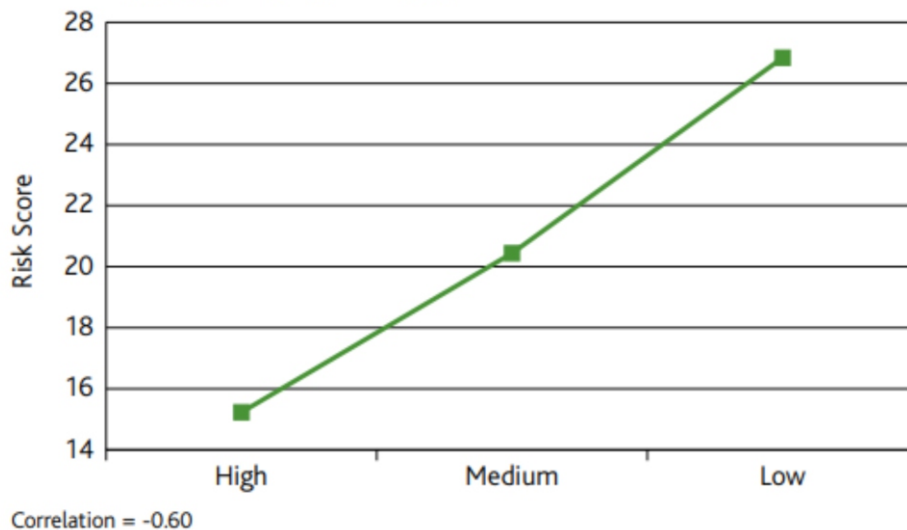

Correlation = -0.60

Table 2 demonstrates the outcomes on hazard. Here, low scores are certain and the finding was that those zones with high engagement scored much preferable on hazard over those territories with low engagement.

Table 2: Employee Engagement and Risk

Correlation = -0.60

- Regarding client benefit, Nationwide found essentially higher scores for client involvement in territories of high engagement: there was a distinction of eight rate focuses among 'high' and 'low'.
- Those retail zones inside Nationwide's branch connect with territories of high engagement had a deliberate employee turnover rate of a little more than 10%, while in those with low engagement it was around 17 percent.
- Nationwide likewise found that retail territories that were in the best third of their relative engagement record had bring down nonattendance levels. They ascertain that if all retail zones conveyed their engagement scores up to those in best third, and there was a parallel enhancement in the quantity of days lost, this could speak to a monetary sparing of £800,000 per annum.

Another precedent, considering Accenture execution after accepting the third arrangement of normal yearly engagement scores for its 1,200 staff working in one of their UK divisions, Accenture allotted an individual from staff to take a shot at employee engagement full-time, uniting the majority of their distinctive endeavours towards individuals and building one strong program. A half year later, engagement scores had altogether enhanced, and their net income expanded by 21.6 percent.

Literature Review

Thiagarajan B and Renugadevi V (2011), directed research on "An experimental examination on Employee Engagement Practices in Indian BPO Industries", and the reason for this exploration article is to present employee engagement and key research on engagement related factors in BPO Industries in India. The creator s led a writing look on employee engagement and meetings with 126 administrators. Vocation improvement, execution examination and motivation factors are associated with employee engagement. The suggestions are that pioneers ought to be instructed on engagement, vocation advancement openings are especially essential and that execution change should support work life adjust, these practices are helpful to expand engagement.

Sakari Taipale, Kirsikka Selander, Timo Anttila, Jouko Nätti (2011), directed research on "Work engagement in eight European nations: The part of job requests, self-governance, and social help" point of this paper was to based upon set up hypotheses about job requests and self-governance, it utilizes a more up to date work engagement approach, produces cross-national learning about work engagement and its indicators. Cross-national ways to deal with work engagement are as yet uncommon.

Mamta, Sharma R. Baldev(2011), led inquire about on "Investigation of Employee Engagement and its Predictors in an Indian Public Sector Undertaking". This article shows an appraisal of the level of employee engagement among directors of an open division undertaking in India. Other than featuring the level of engagement, the examination has distinguished the indicators of hierarchical commitment, which was utilized as an imperative sign of employee engagement. The examination depends on essential information gathered from 84 administrative employees on various parameters identifying with employee engagement and its potential indicators. The examination has uncovered that the level of employee engagement in this association is very unobtrusive. Three variables, to be specific, pay; job substance and objectivity are observed to be the indicators of employee engagement.

Sharma Baldev R et al (2010), led inquire about on "Determinants of Employee Engagement in a Private Sector Organization: An Exploratory Study" planned to find out the level of employee engagement and the determinants thereof among the business officials of a private part association. Test for the investigation comprises of 51 deals administrators of an assembling association situated in the National Capital Region. Information were gathered with the assistance of an 80-thing "organized" poll and broke down utilizing the SPSS bundle. The discoveries demonstrate an in all cases low appraising on every one of the 14 parameters of the examination. Numerous relapse investigation uncovered that four out of the 12 potential indicators, all of which have a place with the circumstance inside which the employees are working, are the basic determinants of employee engagement.

Otken Ayşe Begüm and Erben Gül Selin (2010), led examine on "Researching the Relationship between Organizational Identification and Work Engagement and the Role of Supervisor Support". The reason for the examination is to explore the connection between hierarchical distinguishing proof and work engagement. Social help in the authoritative setting affects a few states of mind and practices of employees. Particularly, when employees get a help from a key factor in the work environment, they respond through positive results. Considering this, administrator bolster is inspected whether it directs the connection between hierarchical recognizable proof and work engagement. Poll was utilized as an information accumulation technique and test comprised of 212 employees working in private division in Istanbul, Turkey. Results demonstrated that employees who relate to their association have large amounts of work engagement. Bolster got from boss is found to have a directing part in this relationship.

Krishnan Sandeep K and Singh Manjari (2010), led examine on "Results of aim to stop of Indian IT experts". This examination investigates execution introduction, hierarchical aberrance, and authoritative citizenship conduct as results of goal to stop of Indian IT experts. These elements end up basic with regards to human asset management since employees who need to stop may turn out to be less gainful or even useless for the association. Meetings and a poll based overview were utilized in this examination. The underlying outcomes demonstrate that as speculated, goal to stop leads to less execution introduction, higher hierarchical abnormality, and less authoritative citizenship conduct. Further, investigation utilizing auxiliary condition demonstrating demonstrates that execution introduction intervenes the connections between expectation to stop and hierarchical citizenship conduct and in addition between aim to stop and authoritative aberrance.

This current investigation's discoveries suggest that associations need to comprehend that employees with a high expectation to stop can demonstrate expensive from various measurements. Childs Julian H and Stoeber Joachim (2010), directed research on "Self-Oriented, Other-Oriented, and Socially Prescribed Perfectionism in Employees: Relationships with Burnout and Engagement".

This examination looks at how singular contrasts in self-arranged, other oriented, and socially recommended compulsiveness were related with burnout and engagement in an example of 106 employees thus after effects of connection and relapse examinations demonstrated that hair-splitting clarified fluctuation in all features of burnout (depletion, skepticism, lessened viability) and engagement (power, commitment, ingestion). Though socially endorsed hair-splitting was related with more elevated amounts of burnout and lower levels of engagement, self-arranged and other-situated compulsiveness were related with bring down levels of burnout and larger amounts of engagement. The discoveries show that individual contrasts in compulsiveness might be a contributing component to burnout and engagement in the work environment.

Rettab Belaid et al (2009), directed research on "A Study of Management Perceptions of the Impact of Corporate Social Responsibility on Organizational Performance in Emerging Economies: The Case of Dubai". Utilizing review information from 280 firms working in Dubai, this examination looks at the connection between CSR exercises and Organizational execution. The outcomes demonstrate that CSR has a positive association with each of the three measures of Organizational execution: money related execution, employee commitment, and corporate notoriety. These outcomes fortify the amassing group of experimental help for the positive effect of CSR on execution and test the overwhelming suspicion that, given the feeble institutional system in developing economies, CSR exercises deplete assets and trade off firms' intensity.

Vandekerckhove Wim et al (2008), directed research on "A Speech-Act Model for Talking to Management, Building a Framework for Evaluating Communication inside the SRI Engagement Process". This article can be considered as an initial phase in the improvement of a standard for the engagement hone. By building up an engagement heuristic, this article offers a more straightforward engagement discourse. Drawing on Stevenson's and Austin's discourse demonstration speculations, this article builds up a grouping of management's reactions to the motioning of assertions and debates on two measurements: a verifiable measurement concerning (dis)agreements on real claims and an attitudinal measurement concerning (dis)agreements on duties, qualities, and standards. Based on the qualifications this article builds up, the writers accommodate a brief table and offer a subsequent stage heuristic for the engagement procedure that began with flagging a worry to management. The article utilizes an engagement rationale that, while keeping the leave choice for the speculator open, enables management to address flagged worries without letting down or to quit at the main mishap in the discourse procedure amongst financial specialist and Investee Company.

Punia B. K and Sharma Priyanka (2008), directed research on "Employees Perspective on Human Resource Procurement Practices as a Retention Tool in Indian IT Sector". This paper examined that the Employee Retention is the greatest test that Human Resource Management is confronting today. The vulnerability of an evolving economy, expanding rivalry and assorted variety in the work environment have constrained the associations to clutch their best entertainers at whatever cost they need to pay. It is an extremely troublesome undertaking for the spotters to procure experts with right aptitudes set once more. Henceforth, this paper thinks about the impact of authoritative acquirement hones on employee maintenance expectations based on individual and positional factors of employees.

It likewise looks at the varieties in the corporate observation on the obtainment rehearses as a maintenance apparatus for IT Personnel. Some led inquire about on "Proficient Work: The Emergence of Collaborative Community". The investigation is about the principle lines of advancement of the association of expert work. The contention is outlined with material looking into the issue of specialists and healing centres. While market and pecking order standards have turned out to be continuously more striking in proficient work, we contend that, in parallel, and the network rule has been developing more powerful, as well. We additionally contend that expert network is transforming from a Gemeinschaft, make society shape, by means of Gesellschaft frames, toward another, synergistic shape. This development, in any case, is a troublesome one, and the result is indeterminate. We recognize a few ramifications for future research. Greenwood Michelle (2007), directed research on "Partner

Engagement: Beyond the Myth of Corporate Responsibility". The motivation behind this article is to rise above the suspicion that partner engagement is fundamentally a capable.

Discussion

The significance of employee engagement in the authoritative setting is certain. The present examination uncovers numerous elements that seem to influence the level of employee engagement. In general, the parts that were observed to be critical were; Leadership, Organizational culture with their systems Company Values, Policies and Practices and so forth with which all must be attempted at the same time so as to accomplish the best outcomes. Consequently, we may suggest that specified components/drives ought to be considered while outlining authoritative arrangements on decentralization, prizes and motivating forces, correspondence of data, employee vocation improvement, and creating hierarchical brand picture. Some employee engagement exercises proposed for the current.

It is critical for firms to put resources into great leadership and management improvement programs, very much planned correspondence based projects, sharing of vision and mission and in conclusion making open doors for collaboration. The investigation inferred those people who were more in require or the ones who were depleted at the gauge profited more from vocation management mediation. Subsequently the proposals from the investigation determined were that positive brain research intercessions can be utilized to target employees that are withdrawn or confronting low engagement levels. Understanding the workforce profile is the principal.

Furthermore associations need to help make importance for employees in their work. This can be accomplished by influencing the employee to comprehend the connection between his commitment of his work and the general business objectives. Working condition conditions like cooperation and support additionally make drew in workforce. Guaranteeing a great job fit likewise prompts higher engagement levels. Satisfactory level of employee advancement through preparing, aptitudes and learning can bring about making employees more connected with regarding the job and the association. As such, the all the more profoundly connected with the employee; the more probable he or she will be to say positive things in regards to the association. Management needs to focus on making right jobs; administrative mediations can be led to make in people a feeling of commitment additionally making them respond with abnormal state of engagement. Jobs ought to be overhauled by management to enable their subordinates to discover pride in their work.

Conclusion

The exploration likewise demonstrates that that employee engagement thus results in decrease in employees' turnover goals and increment in creative business related conduct .Engaging employees is a long haul assignment and can't be refined by one preparing program, regardless of how great its quality is. Associations can enhance engagement by circumstance considering, improving employee basic leadership, and commitment. Associations need to impart a feeling of contribution, positive feelings about their work and a feeling of network in their employees. Accentuation ought to be given employee assessments and openings ought to be given to them to be heard. Straightforwardness from the senior leadership will likewise influence the association to culture more open. In view of the above discoveries from the examination it was recommended that associations utilize suitable preparing projects to guarantee bosses manufacture a strong domain to engage their subordinates. It was seen from the information crosswise over destinations that development is fortified in R&D-empowered locales and multicultural destinations are beated by monoculture destinations. The scientists considered an intercession wherein the plants were updated. It was seen from the information that every mediation prompted changes in delicate and hard innovativeness.

REFERENCE:

Bhatnagar, J. 2008. Managing capabilities for talent engagement and pipeline development. Industrial and Commercial Training; 40(1):19–28.

Bhatnagar, J. 2007. Talent management strategy of employee engagement in Indian ITES employees: key toretention. International Journal, volume:16, pp-234-345.

Childs, J. H., & Stoeber, J. 2010. Self-Oriented, Other-Oriented and Socially Prescribed Perfectionism in Employees: Relationships with Burnout and Engagement. Journal of Workplace Behavioral Health, vol. 25, 269-281.

Derek, A. R., David, W. C., & Mc Kay, P. F. 2007. Engaging the aging workforce: The relationship between perceived age similarity, satisfaction with co-workers, and employee engagement. Journal of Applied Psychology; 92(6):1542–56.

Donald, B.C., & Joel, C.E. 2013. Investigating work engagement in the service environment. Journal of Services Marketing; 27(6):485–99.

Eleanna G, Nancy P. 2009. Leadership's impact on employee engagement. Leadership and Organization Development Journal; 30(4):365–85.

Greenwood, M. 2007. Stakeholder Engagement: Beyond the Myth of Corporate Responsibility. Journal of Business Ethics, vol. 74: 315-327.

Krishnan, S. K., & Singh, M. 2010. Outcomes of intention to quit of Indian IT professionals. Human Resource Management, vol. 49 (3):421-437.

Knippenberg, V., Martin, B., & Tyler, T. 2006. Process Orientation versus Outcome-Orientation during Organizational Change: The Role of Organizational Identification. Journal of Organizational Behaviour, vol. 27, 685-704.

MacLeod, D. Clarke N. 2009. Engaging for Success: Enhancing performance through employee engagement. London: BIS.

Mamta & R. Baldev. 2011. Study of Employee Engagement and its Predictors in an Indian Sector. Journal of Service Marketing, vol. 25 (7): 201.

Mona, M. N. 2013. Investigating the high turnover of Saudi nationals versus non- nationals in Private sector companies using selected Antecedents and Consequences of employee engagement. International Journal of Business and Management; 8(18):41–52.

Osman KM. 2013. Perceptions of organizational politics and hotel employee outcomes: The mediating role of work engagement. International Journal of Contemporary Hospitality, Management; 25(1):82–104.

Otken, A.B & Erben, G.S. 2010. Investigating the Relationship between Organizational Identification and Work Engagement and the Role of Supervisor Support. Journal of Economics & Administrative Sciences, vol. 12 (2):93-118.

Punia, B. K & Sharma, P. 2008. Employees Perspective on Human Resource Procurement Practices asa Retention Tool in Indian IT Sector. Journal of Organizational, vol. 12 (4): 57- 69.

Robert. P, &Niru. K. 2009. Engagement and innovation: The Honda case. VINE: The Journal of Information and Knowledge Management Systems; 39(4):280–97.

Rehman, M.S., & Waheed, A. 2011. An Empirical Study of Impact of Job Satisfaction on job Performance in the Public Sector Organizations. Interdisciplinary Journal of Contemporary Research in Business, vol. 2 (9): 167-181.

Rettab, B., Brik, B. A., & Mellahi, K. 2009. A Study of Management Perceptions of the Impact of Corporate Social Responsibility on Organisational Performance in Emerging Economies: The Case of Dubai. Journal of Business, vol. 89, 371-390.

Sumit, J. 2013. Analysis of factors affecting employee engagement and job satisfaction: a case of Indian IT Organization. International Conference on Technology and Business Management; 18–20.

Smith, E. S., 2003. Differentiating Work Autonomy Facets in a Non- Western Context. Journal of Organizational Behaviour, vol. 24, 709- 731.

Sakari, T., Selander, k., Anttila, T., &Natti, J. 2011. Work engagement in eight European countries: The role of job demands, autonomy, and social support. International Journal of Sociology and Social Policy, vol. 31, 78-94.

Sharma, B.R., & Raina, A. 2010. Determinants of Employee Engagement in a Private Sector Organization: An Exploratory Study. Advances in Management, Vol. 3 (10): 52-59.

Thiagarajan, B., & Renugadevi. V. 2011. Employee Engagement Practices in Indian BPO Industries-AnEmpirical

Investigation. Interdisciplinary Journal of Contemporary Research in Business, vol. 2 (10): 134-141.

Vandekerckhove, W., Leys, J., Van Braeckel, D. 2008. A Speech-Act Model for Talking to Management. Building a Framework for Evaluating Communication within the SRI Engagement Process. Journal of Business Ethics, vol.80, 77-91.

Victor, B., Boynton, A., & Stephens-Jahng, T. 2000. The effective design of work under total quality management. Organization science, vol-11 (1):102-117.

Wahyu, A.D. 2013. The relationship between employee engagement, organizational citizenship behaviour, and counterproductive work behaviour. International Journal of Business Administration; 4(2):46–56.